BUS. ADM.

**JANUARY 1, 1946** 



JAN 1 7 1946

TWENTY-FIVE CENTS

## REBUILDING DISTRIBUTION

Maca yeast cracks 85% of food outlets in three months. See page 43.

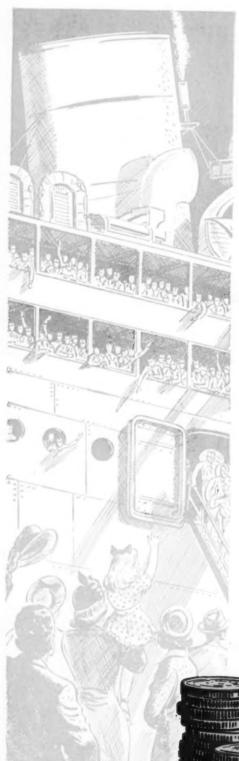
## SALES TRAINING

How Westinghouse is refreshing its industrial sales force. See page 40.

## **PUBLIC RELATIONS**

Does your Annual Report belong to the gaslight era? See page 35.

MAGAZINE OF MODERN MARKETING



## ... A \$245,000,000 welcome!

"We must also face the fact that California will be the demobilization point for many men from the Pacific war area. Many will want to stay here and if industry is temporarily curtailed, we must find means to take up the slack..."

Governor Earl Warren-April 1943.

CALIFORNIA'S postwar program of new highways, buildings, local improvements, and the development of natural resources are not wishful paper projects contingent on Federal aid or legislative handout, but ready plans backed by almost a quarterbillion dollars in State surplus. Four years ago, the people of California elected to pay a 2½% sales tax in addition to State income, use, franchise, and Federal taxes—as unselfish civic insurance for postwar progress and enjoyment.

So the ex-serviceman who elects to try his luck in this State has a possible job and interim income while he finds roots. And hundreds of thousands of men out of service will elect to find footholds and bring families here.

New population, new building, new industries, plentiful raw materials and transportation, cheap power, export and shipping offer expanded markets...all exceptional opportunities for the future.

And much of the future of this State

lies with San Francisco. Here the business scene is set, the system established, finance and distribution centered. San Francisco has all the potentials of better business, and The Chronicle to help you get it!

For The Chronicle, to use a much abused term, is an institution . . . a part of the picture here; eighty years old, well integrated in time, in the thinking and interests of its city, in the whole West.

Native owned, strong enough to be independent...The Chronicle has never lacked public favor, or feared disfavor. Its influence is perhaps most evident in its capacity to make some people mad. Items unnoticed in other papers often occasion teacup tempests on appearing in this paper—because enough people attribute enough importance to anything in The Chronicle.

Its business pages have status enough to earn the lead in financial and security advertising. Its status with women here makes it the department store's major medium. The forty best retailers here use The Chronicle—and half of the forty give it the largest share of their linage. Its consistent lead in general linage indicates its status with national advertisers.

The kind of people who read The Chronicle—and the kind of confidence they have in it—make it a major medium in a market that today deserves the major consideration of any general advertiser.

San Francisco Chronicle

Sawyer, Ferguson, Walker Co., National Representatives, New York, Chicago, Detroit, Atlanta, San Francisco

Bus. admin.

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## Announcing

## THE EVENING BULLETIN

# 1946 CONSUMER ANALYSIS

## OF THE PHILADELPHIA MARKET

HERE — for the first time — will be a clearcut, detailed over-all picture of Philadelphians' shopping and living habits, brought to you by their favorite newspaper.

This analysis, now under way, will show both consumer and retail store distribution of branded products — FOODS, SOAPS, DRUGS, TOILET GOODS, BEVERAGES, AUTO-MOTIVE PRODUCTS, ELECTRICAL APPLIANCES, HOME EQUIPMENT in the city of Philadelphia.

Manufacturers and distributors want to know where they stand in the new, fast-shifting, fastgrowing Philadelphia market.

This consumer analysis marks a big step

toward achieving standardized information on important markets throughout the country. Similar surveys have already been made with outstanding success in Milwaukee and other cities and it is hoped that this same type of standard consumer study will be available in many other cities.

Announcement of the definite date of completion of this extensive research project will be made as soon as possible. In the meantime, advertisers and advertising agencies are invited to make reservations now for copies of the study. Simply write: Advertising Department, The Evening Bulletin, Philadelphia 5, Penna., for your copy of "The Evening Bulletin 1946 Consumer Analysis of the Philadelphia Market."

IN PHILADELPHIA-NEARLY EVERYBODY READS THE BULLETIN

# Sales Management

VOL. 56, NO. 1; JANUARY 1, 1946

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## HIGH IN NEWS REPORTING

## ... for "The Voice of St. Louis"

Serving news-minded St. Louisians keeps KMOX—and other St. Louis stations, too—alertly news-conscious. That's why the latest St. Louis findings of C. E. Hooper\* are particularly significant.

They cover four major KMOX newscasts (three of them broadcast opposite news on competing network stations)—and they indicate conclusively KMOX's news leadership in St. Louis. All four news programs have top ratings in their time periods. Three of them enjoy more than a 40% share of audience. Two have ratings equal to or greater than the combined ratings of all competing network shows.

There's reason enough behind this outin-front superiority of KMOX news broadcasts. The KMOX news organization is second to none. It has been soundly built, year after year, upon the CBS pattern of objective, accurate reporting. Today, its staff of 15 news experts are highly skilled at sifting, editing, writing and broadcasting factual and interesting reports of world developments—the kind that keep St. Louisians depending on KMOX for fast spot news and clear evaluation of events.

Advertisers like KMOX news, too. So much so that those now sponsoring the four programs listed on the opposite page have been continuous news advertisers over *The Voice of St. Louis* for a combined total of more than 25 years.

There's room—at present—for another sponsor in one of these four high-rated news periods. You can share results with a mighty successful group of advertisers by calling us or Radio Sales.



REPRESENTED BY RADIO SALES, THE SPOT BROADCASTING DIVISION OF CBS

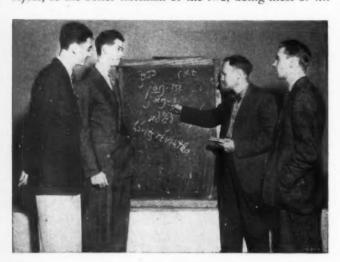


#### Pro-nun-ci-a-shun Man

People are inclined to approach Dr. W. Cabell Greet, the CBS speech consultant, with the same combination of reverent awe and social terror they'd display at finding Emily Post on their left at dinner. After they've talked with the Professor—a mild, slightly bald gentleman with a disarming shyness—and caught the remnants of his Texas accent (he says it got polluted at Harvard) they relax. Around the network the wags have it that Dr. Greet came to them with a full and luxuriant head of hair. He lost it, they insist, straightening out the battery of CBS announcers on Russian and Japanese names.

The Doctor divides his time between CBS and Barnard. At Barnard he's Professor of English. Which means, when you consider that he's also the editor of American Speech, he's constantly on the road between the three. It also means that CBS spends a great deal of time frantically trying to track him down to clarify a jaw-breaking name—usually reaching him three minutes before a broadcast.

Shortly before he came to CBS he and Prof. H. M. Ayres conceived the idea of making recordings of the speech of three sections of the nation. They traveled all over the country with a recording machine which they'd jazzed up for the purpose. Finding themselves running short of cash they managed to talk Colonial Williamsburg. Inc., into paying for the southern end of the project. In Williamsburg they made recordings of 210 Virginia voices—most of which were so thick with accent they recorded like the Unknown Tongue. Later Drs. Greet and Ayres persuaded Victor to market some of their recordings, Dr. Ayres, as the better salesman of the two, doing most of the



DR. GREET (pointing): He turns languich into language.

persuading. When the records failed to sell 10,000 copies, Victor dropped them into the lap of Linguaphone, which still gets calls for them—mostly from speech departments.

During the week Dr. G manages to listen to a tremendous number of CBS programs; many of them he hears while enroute someplace. When he catches a mistake he makes a memo of it. These scrawled memos are treated like the Handwriting on the Wall around the studios, and Dr. Greet insists that they be memorized. He's adamant about memorizing—maintaining that we remember only what we commit to memory.

He has his own bitter experience to back him up, too. He was once, for a very short time, a reporter on the Brooklyn *Daily-Eagle* but quit because, Brooklyn being a notoriously bad place to find your way around in, he used most of his salary phoning the office for directions.

Columbia Broadcasting System got its hands on him—inaugurating what was to be the longest and most constant find-the-body hunt on record—by tracing him to Rome. They offered him the job, bit their nails while the phlegmatic Professor took his time about deciding. They've about given up, as a hopeless job, having him settle personal arguments on pronunciation. His answer is likely to be, "Either is acceptable."

After all, he explains, if half of the people of the country pronounce a word one way and the other half pronounce it the other, something must be said for both. He cites to-mah'-toh and to-may'-toh as fruity examples. "Either," he says.

His book, "World Words," in its fourth printing and sponsored by CBS, has been compiled during his service there. It's an array of some 12,000 words and is a guide for radio announcers, analysists and public speakers.

A couple of hours before the Doctor arrived for his first day at CBS, one of the executives, passing by, was horrified to find that the signpainter had spelled Professor Greet's title on the door, "Proffesor." The executive ordered it changed immediately—got it finished just as the Doctor walked in.

That was the only time since he came with them that Columbia has had to save the Professor. It's always the Professor who saves Columbia.

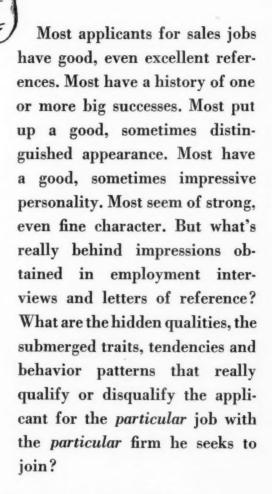
### Service a la Carte, Timestyle

The Reception and Information Center in the Time & Life Building, New York City, celebrated its first birthday in November, and it's our guess that the project has paid for itself in good-will, many times over. There's a subscription department in it now, which almost reluctantly (because of the paper shortage) takes subscription orders for Time, Life, Fortune and Architectural Forum. Later when bigger circulations become a desirable objective, that department, too, will probably pay dividends.

Despite its ultra-modern feeling, the Center is a fine place in which to read and relax, and to have tea on beautiful bone china if you happen in around four o'clock. Thousands of people have found this out, many of them from distant points.

You could probably spend a day at the Center without becoming bored. It would take a while to absorb all the

the salesman behind the MASK all job applicants wear



Personality traits, emotional tendencies, interest patterns and other psychological factors influence what a man may or may not do in the tasks and situations which are integral parts of the specific job you want him to fill.

Klein Sales Aptitude Tests measure these factors in your job applicants, help you to see the real man behind the mask. They are evaluated by psychologists and by experienced business men grounded in sales, merchandising and management.

May we mail you, without obligation, our simple directions on how to "test the tests" yourself -quickly, easily, inexpensively?

KLEIN INSTITUTE FOR APTITUDE TESTING, INC. GRAYBAR BUILDING NEW YORK 17, N. Y. 420 LEXINGTON AVE.

**TELEPHONE: MUrray Hill 3-8606** 

## YOU GET MORE In Essex County, N. J.



11th in Retail Sales
9th in Buying Income
9th in Food Sales
10th in U.S. Potential
8th in "Quality of Market"
1st in Family "Spendable"

National Rankings by Sales Management



unusual architectural features of the place; the sculptureand-light effect; the walls, two of them narrow vertical strips of natural birch (good for camouflaging openings for air-conditioning exhausts, and good as a surface to which to attach displays); the modern chairs, sofas and tables, one of which resembles a huge gray tooth; and the curved stair partition harmonizing with the sculptured treatment.

But there are other things you could do, with pleasure and profit: sit at well equipped desks and write to the folks back home; read your home-town paper; see special six-minute versions of the "March of Time" movies.

If you mount the stairway behind the striking horse-shaped partition, you find on the mezzanine a reading room with bound volumes of *Time* and *Life* and indexes. This service is used by people who want to look up things in back issues, and by serious researchers working on longer jobs.

In its personnel, the Center provides three different services, through young women working in pairs. One pair handles subscriptions and related queries. Another pair announces callers and makes appointments to the upstairs staff. The third pair has what we consider the most interesting function. In theory, the two girls answer questions related to contents of the firm's publications, but, actually, they are asked to answer nearly every type of question you could think up if you tried. A great many take the form of, "What show shall I see?" or "Where's a good place to eat?" There are also many queries on where to buy this or that. While training for a job at this desk, Irene Burbank went around and sampled dozens of places and what they had to offer in the way of food and entertainment. She says she wore out two pairs of rationed shoes sightseeing, so she could give first-hand reports.

Just now returning veterans are very much in evidence, and many want some form of vocational guidance or information on legal questions, borrowing money and the like. The Center's young ladies seldom try to answer these in detail, but they know about the different organizations and services which can help the men.

A question which pops up rather often has to do with the American equivalent of foreign shoe sizes. Some typical ones are: "How many taxicabs are there in New York City? . . . How can I learn how to prepare Mexican food? . . . How many subscribers are there to the Kiplinger Letter? . . ." Then there are the where-to-buy-its, plenty of those, about everything from boomerangs and contact lenses to the furnishings at the Center.

People who have visited the Center or who have heard of it, write letters asking for advice and information. One man wrote a long analysis of mystery novels and asked for suggestions to help him find the kind he likes, those touching upon psychopathic problems.

Not all visitors and letter-writers ask for information. Some blow off steam. The girls at the Center are not too depressed at such manifestations, because they tend to neutralize one another. One *Life* reader protested violently about the preponderance of leg art, but was followed immediately by a G. I. who had derived much satisfaction from the pictures his predecessor condemned.







NAGLE

M-MANIE

McMANUS, JR.

CROWN CORK & SEAL CO., INC.: John J. Nagle is elected president to succeed Charles E. McManus who has been made chairman of the board of directors and who will continue to

take an active part in the affairs of the company. Charles E. McManus, Jr., executive vice-president and director of the firm, has been elected president, Crown Cork International.

## NEWS REEL



BURROWS



BOULWARE

L. R. BOULWARE, In charge of operations of General Electric Co. af-filiates, has been made a vice-president of the firm.



U. S. STATES RUBBER CO.: Herbert E. Smith, president, who started as a salesman with the company, congratulates five new vice-presidents, all risen from the ranks. They are (I to r) John W. McGovern, general manager, Tire Division; Elmer H. White, general manager, Footwear and Fuel Cell Divisions;

John P. Coe, general manager, Naugatuck Chemical and Synthetic Rubber Divisions; H. Gordon Smith, general manager, Textile Division; Ernest G. Brown, general manager, Mechanical Goods, General Products, and "Lastex" Yarn and Rubber Thread Divisions. All have an average of 29 years with the firm.

LINCOLN V. BURROWS,

former chief, Photographic

Section, WPB, is made di-

rector of distribution, Vic-

tor Animatographic Corp.

# Four More!

THE CITY COLLEGE OF NEW YORK

Award of Werth

50 STATION WOWO

FOR THE MOST EFFECTIVE SAMES FROMOTION
OF A NETWORK PROCRAM BY A RADIO STATION

AMERICA'S TOWN MEETING OF THE AIR

ANY THE COMMITTER OF NATUREL AND OF THE AIR

OF THE ADDRESS OF THE AIR OF T

NATIONAL RECOGNITIONS such as these (added to the eight of last year) attest the success of the WOWO plan of Promotion.. and results for advertisers substantiate the decisions of the judges.

In addition to the plaques shown, WOWO also was awarded a war bond by Larus and Bro., for promotion of a contest on its Guy Lombardo show, and an honorable mention by the Elgin Watch Company, for promoting its network show.

Hundreds of letters from clients and advertising agencies all say the same thing: "WOWO does an outstanding job of promoting our program."

Continued effort to make more people conscious of your programs. plus many new ideas for shows.. produced locally.. with complete merchandising plans pre-tested for listener response.. that's our way of saying "Thanks." Better programs.. better promotion.. that's our promise for 1946!



Write for the WOWO marketanalysis brochure: "Blue-Print of the Station in the Prime Location of the Nation." 公

## WESTINGHOUSE RADIO STATIONS Inc

KEX · KYW · KDKA · WBZ · WBZA · WOWO



REPRESENTED NATIONALLY BY NBC SPOT SALES - EXCEPT KEX . KEX REPRESENTED NATIONALLY BY PAUL H. RAYMER CO.

No. 6 in a series of messages about plans for Louisville

## \* Gunnison Homes, Inc. plans . . .

GUNNISON HOMES, a subsidiary of the United States Steel Corporation, manufactured during the war pre-fabricated homes for the atomic bomb project at Oak Ridge, Tenn., and hospitals and barracks for overseas shipment. Gunnison Homes now looks forward to early resumption of mass-production of homes on an even greater scale than its prewar experience.

Millions of Americans enter the peacetime era with plans to own homes of their own, or a desire for home ownership which may well be realized in the near future. The prefabricated home industry has now assumed an important position in the housing field, and may be expected to supply a substantial part of this demand. Gunnison Homes, as a pioneer and leader of this industry, is optimistic over the role it will play in this postwar production job.

As evidence of its confidence in the future, Gunnison Homes has announced plans to build immediately in the Louisville area, at a cost of \$1,000,000, one of the largest and first completely mechanized plants in America for the mass production of homes. We are looking forward with pleasure to our relationship as a member of Louisville's postwar industrial family, and an opportunity to serve the housing requirements of its citizens as well as adding greatly to employment opportunities.

FOSTER GUNNISON, President

## ☆ Consider H. Willett, Inc. plans . . .

WE BELIEVE that the woodworking business is coming into its own. The outlook is better by far than it has ever been in its entire history. Because of this we immediately placed at the close of the war contracts to increase our machine capacity 25% and to completely conveyorize our two factories. This will give us one of the few straight-line furniture production plants in the United States.

We manufacture cherry and hard maple furniture. At the start of the war we were forced to curtail production and only employed 250 people during this period. We have no reconversion problems and are getting into full production as rapidly as possible. When we have completed our expansion program we will employ from 600 to 700 people.

We have complete confidence in Louisville! With its ideal labor situation, materials and shipping facilities, it is entitled to a splendid industrial future.

HENRY W. WALES, President



We should like to send you a copy of our 40-page book "28 Business Leaders Plan for Louisville."

SOUND PLANNING - A VITAL FORCE BEHIND INDUSTRIAL AND RETAIL LOUISVILLE

# Here's Where We Come In

GOOD MORNING, Mr. Thompson, we're your new neighbors.

In case you've been peeking through the lace curtains while we moved in, let's say we don't own a dog, we won't borrow your lawn mower, and we'll take rye and plain water if you haven't any Scotch.

We'll simply be here every four weeks telling your public a few facts of life among the

American druggists.

How, for instance, we've got a vigorous, foresighted, impartial editorial policy that helps 53,000 druggists sell more merchandise.

And why, as we tell the druggists how to sell, several hundred advertisers (well over 400 in 1945, more in 1946 if paper and presses permit) tell 'em what to sell.

Putting these two facts together is fair enough evidence that we're strictly on the beam when we say we're the leading business magazine in the pharmaceutical field.

> to Hund Publisher



The Pharmaceutical Business Magazine 572 MADISON AVE., NEW YORK 22, N.Y.



After four tremendous years, we can now say "Happy New Year" with the reasonable expectation that most of you will achieve it.

A woman we know has a sororitysister who is "expecting," as Grandma used to say, and soon. Commenting upon it, our friend quipped: "Jane is busting out all over.

Our old friends, Nit and Wit, were overheard during the recent Christmasshopping season:

NIT—"Are diamonds high now?"
WIT—"Well, I just paid 300 fish for something that looks like a temporary fill-

From Green Bay, Wis., Lorry Balza writes: "I dare say you've heard of the chap who drank 10 bottles of coke and (whaddye know!) burped 7-up."

And Ft. Wayne's Winston Lee says: "Re: Your slogan for a sleeping-potion, 'Lullaby in a bottle,' how about 'Lullabybe' for a pacifier for Cockney children? You reached for that one, Win.

Apparently, newspaper editors and reporters have been deserting to the better-paid army of public relations. Alarmed at the situation, Editor & Publisher has been crusading for better salaries for editors. (Hear, hear!) However, from a recent classified ad in its own columns, the business-office has it over both editing and public relationing. Which see:

NATIONAL NEWSPAPER SALESMAN WANTED

in New York Excellent opportunity office of long-established, highly rated Special Representative.

Necessary qualifications:
He must be young—in his 20's or possibly 30's—preferably a veteran. He must have sufficient experience backed by a belief in newspapers akin to a religious

And, needless to say, a pleasantly ag-gressive personality that would stimulate sales.

Salary \$125,000 per week and possibly more if the candidate has extra-special qualifications.

Box 2728, Editor & Publisher

For the record, the foregoing was spotted by the president of the Holm personnel service, mentioned here

awhile back. In fact, he and I wondered if we aren't grossly underpaid.

Neat play-on-words by Comptom-eter in Fortune: "Shoat Story." The illustration, of course, showed pigs.

They tell me the new Dynafuel is SUNsational.

NIT-"When the renter moved out, they found he had stripped the place."
WIT—"A sort of loot-tenant, huh?"

Jack Hasbrouck and Harry Critchley (a couple of Scratch-Paddicts) have pulled out of John Morrell's Savory Food Division to form Hasbrouck & Critchley, manufacturers' agents, with headquarters at Newark, N. J. They were intimately connected with the marketing-success of canned Red Heart dog-food. Good luck, Fellows!

After a hundred or so hours of class-room instruction, I now speak Spanish like a native . . . like a native of Philadelphia!

However, I do know the most important questions, or things to say, in a Spanish-speaking country: (1) I am hungry. (2) I am thirsty. (3) Where is the boys' room?

WLW, Cincinnati, is one of the few advertisers that seem to know how to spell "glamour."

Required reading: That full-page ad in the Chicago Tribune, headed: "Give me liberty!", by Andrew J. Higgins, the former New Orleans boat-builder.

BERT-"You say he's with the Yale Lock people? MYRT—"Yeah; he's one of the key executives."

Here's another version from your old friend, Mr. Brass E. Tacks: "Probably a number of U. S. exporters are having atleehensions about the future of their Great Britain business."

Hunter Lynde, v.p. of Jacksonville's Newman, Lynde & Associates, advertising agency, sends me an ingenious menu-card from a nice little touristIn any picture of your market...

## The *Modern* Half is the Better Half!



- Woman has scrubbed with the same soap, applied the same cream, patted on the same powder. She's become a habit buyer. She's found her brands, shuns all others. Are you blindly concentrating your beauty advertising on this cosmetically-set half of your market?
- 2. EXCITING TRIAL. Now see your younger woman in her quest for allure! Aware of brand names but uninhibited by habit, an enthusiastic experimenter, at the peak buying age, she revels in trying new and different beauty aids. Better bullseye your brand story on this active, modern half of your market . . . tell it to Dell's three million—and sell it!

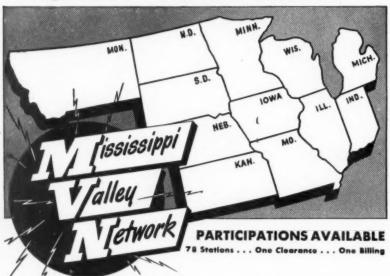
**Dell Modern Group** 



reaches the Modern Market



FOR THE FIRST TIME ONE NETWORK
Will Blanket the Richest
Agricultural Market in America



Wire or Write for Details

## North Central Broadcasting System, Inc.

CHICAGO 1, ILL.
360 North Michigan Ave.
Central 4894

ST. PAUL 1, MINN. E-622 First National Bank Bldg. Codor 8579

NEW YORK 1, N.Y. Empire State Bldg. Longacre 3-4874 court just outside Live Oak, Fla. The food, Hunter tells me, lives up to the billing. This lyrical sample of the bill-of-fare will give you an idea: "A cook who knows her business fries the chicken golden brown. She also makes the biscuits that are light as thistledown."

Carl Sachs tells me about the farmlad who asked his father about the technique of proposing to a gal. The old man said: "Well, it was like this with your maw and me. We were sittin' in the parlor one night and she leaned over and whispered something in my ear. 'The *bell* you say!', I told her. So we got married."

Farm Journal has been theming with: "You've got to make calls if you want to get results!" First time I saw that was years ago in Atlantic City, on a postcard showing a cat with a large family of kittens trailing him.

Why don't we agglutinate that word to "yearound," getting rid of the hyphen and apostrophe and one "r" in one swell foop?

I don't remember having read the ad referred to, but we who prepare such things are being checked. For instance:

Dear Sir:

We have had so much fun from an ad on Page 75 of the September 15 issue of your magazine that we got to wondering if anyone else had commented on this page.

I showed the picture on that page to everyone in our department (Methods, Teletype Corp., Chicago), with the question: "What's wrong with this picture?" Only one man (a bachelor!) could find the error. Most of the women discovered it immediately.

If you are wondering what is wrong, the model is apparently rolling a pie-crust, but she has a *cake*-tin ready. The answer to those who say she may be baking biscuits is that they are rolled too thin for biscuits.

I'm afraid Mrs. F. C. hasn't read enough issues of *The Family Circle* yet. I'll bet no woman had any part in preparing that page. Which gives me a chance to get on my soap-box and declare that maybe women should be holding some of the jobs now held by men!

Yours very truly, (Mrs.) Ruth B. Marbut Methods Department

Maybe this isn't the season to bring it up, but you're wrong, Tessie, when you say that hay-fever is much achoo about nothing.

Name for a perfume: "Shining Aura."

T. HARRY THOMPSON

SALES MANAGEMENT





The next time you place an order for letterheads and envelopes ask your printer about Atlantic Bond. He'll tell you that for all uses . . . particularly large direct mail campaigns . . .

## A Good Buy Atlantic Bond



You see, Atlantic Bond . . . a genuinely watermarked paper has the character and substance of an expensive paper. Yet, it is economically priced. It feels like quality. It looks like quality. And it prints as well as any bond you could buy. Write for our Portfolio of specimens "Eastern Fine Papers for Business."

## Atlantic Bond

Made by EASTERN CORPORATION BANGOR, MAINE

## Washington Bulletin Board

Readers are invited to submit inquiries on Washington problems to this department. No charge or obligation. Address Washington Bulletin Board, care of SALES MANAGEMENT.

#### Fair Trade Threatened

The Miller-Tydings Enabling Act is condemned in an 800-page report prepared for Congress by the Federal Trade Commission in answer to a drive to extend the act to the District of

The FTC study, initiated in 1939, two years after passage of the act, condemns the Miller-Tydings amendment as "a means of effecting enhancement of prices by secret agreements and restraints of competition by coercive action on the part of interested cooperating trade groups of manufacturers, wholesalers, and retailers in such ways and to such extents as to make it economically unsound and undesirable in a competitive economy.'

Up to the time of going to press no bill has been introduced to repeal the Miller-Tydings Act, but some Congressman is almost certain to take the

cue from the FTC.

#### May Liberalize G.I. Bill

Will the G. I. Bill of Rights be amended to help veterans and

The House and Senate, at this writing, are conferring on bills featuring

such amendments.

These would help veterans in obtaining money for the purchase of homes, raising the amount to \$4,000 and permitting it to be based on a reasonable value of property instead of the "normal reasonable value." It would also permit veterans to borrow for other purposes than at present and would lower many of the conditions.

Business leaders in the Capitol expect that this will put a considerable amount of money into circulation, thereby providing more flexibility to business undertakings and doing much to prevent an unhealthy inflation.

#### Subsidies for Security

Are Government subsidies planned for business?

There is little that is definite on this subject. However, Washington fully expects that in some fields the Government will have to step in and help.

Government subsidies have long been prevalent in other countries and, with the swing toward labor governments in England and elsewhere, it can be expected that Government money will be used both to establish firmly various types of business and to provide funds for their expansion. For instance, Great Britain has recently taken over airline operation and has always subsidized other forms of transportation.

In the United States the necessity for keeping up the leadership in munitions and other war essentials, gained during the war, points to some Government participation. This will take the form of Government planning and

financial assistance.

Executives in business fields which will have a part in keeping the country prepared for war are now asking that the Administration and Congress decide on the extent to which business will enter into experimental and development programs. If these entail direct costs which cannot be absorbed in regular production and sales, the Government will be expected to handle the necessary financing and provide

#### Instalment Financing

What is the expectation with respect to expansion in consumer and instalment sales credit?

Based on a series of studies it has made and tables which it has pre-pared, the Bureau of National Affairs makes the following forecast: "A big rise in instalment sales credit will accompany the return of automobiles and other consumer durable goods to civilian markets. At the war's end short-term consumer credit outstanding was equivalent to only 56% of that at the time of Pearl Harbor. Sales credit obtained by automobiles was off 90% and that by other types of goods was down 72%. The big rise in short-term credit will center at these points when automobiles and consumer durable products reappear on markets."

#### Revolution in Packaging

We are told some Government agency forecasts major changes in food packaging and sales methods as a result of war experience. What information is available?

Department of Agriculture experts say that merchandizing of food will be sharply affected by new trends. They recommend study of all improvements in packaging and predict that many foods formerly sold in bulk will now be prepacked—especially in small



# 14 EDITORS now serve 14 STATES

WITH the appointment of Joe Adams Elliott as Associate Editor, The Progressive Farmer now has 14 editors, 16 staff contributors and many strategically-located correspondents serving nearly a million subscribers in the 14 Southern states.

The continuing improvement of its service to subscribers and advertisers is a fixed policy of The Progressive Farmer. One feature of 1946 improvement is a sizeable increase in full-color pages.

Your advertising gets the attention it deserves in a magazine which constantly improves its already high readership among the prosperous farm families of the South. More Southerners read The Progressive Farmer than any other publication.

JOE ADAMS ELLIOTT is the newly-appointed Associate Editor of The Progressive Farmer. Mr. Elliott's name first came to the attention of Progressive Farmer subscribers just 22 years ago when he attended the National 4-H Club Congress and International Livestock Show in Chicago as the outstanding 4-H Club boy of Montgomery County, Tennessee. Mr. Elliott is a specialist in animal husbandry and farm management with B.S.A. and M.S.A. degrees from the University of Tennessee. Since graduation, he has been a member of the Tennessee Extension Service for 13 years. His most recent position was Associate Extension Editor. As Associate Editor of The Progressive Farmer, Mr. Elliott will devote particular attention to livestock farming and the adaptation of power farming equipment to Southern conditions.

## The South Subscribes to The Progressive Farmer

Advertising Offices: BIRMINGHAM, RALEIGH MEMPHIS, DALLAS, NEW YORK, CHICAGO Pacific Coast: Edward S. Townsend Co., San Francisco, Los Angeles



World's Largest
Tailoring Plant!

NEW 17 acre factory of Bond Stores, Inc. (its second Rochester plant) will call for 7,500 more skilled tailoring craftsmen—increase Bond's Rochester employment to a total of 11,500.

ANNUAL output of 3½ million Bond suits will be America's largest. Rochester clothing industries will employ 25,000—more than double any pre-war year!

ONLY 12 other cities equal Rochester's value of industrial production. But Rochester's per capita value is highest of all! These skilled, high-wage, finished product workers make more, spend more to live better!

GOOD living also prevails throughout the rest of the 655,000 Rochester market of 267 prosperous communities and one of the richest farm areas in the East—all dominantly covered by Rochester's two fine newspapers!

Known throughout the nation, these products help give Rochester highest per capita value of manufactured products among all the large cities!



Adler-Rochester Clothes Bausch & Lomb Optical Goods Beech-Nut Coffee Blue Label Ketchup **Bond Clothes** Clapp Baby Foods Cutler Mail Chutes Delco Automatic Heat Eastman Kodaks Evening in Paris Cosmetics Fanny Farmer Candies Fashion Park Clothes French's Mustard General Railway Signals Gleason Gear Cutters G-M Auto Accessories Graflex Cameras Hickey-Freeman Clothes Hickok Belts and Braces Mason & Hamlin Pianos Matrix Shoes Michaels-Stern Clothes Pfaudler Glass-lined Tanks Ritter Dentist's Equipment Shuron Glasses Snider's Catsup Stromberg-Carlson Radios Superba Cravats Taylor Thermometers Timely Clothes Todd Protectographs

Women's Arch-Aid Shoes

units. Two factors are cited: the preponderance of small home units in post-war housing programs, where correspondingly small storage space will tend to increase small-lot purchases of packaged foods; an increasing number of women working outside their homes will increase the demand for easily prepared or readyprepared foods.

#### **Priorities, Price Control**

Is there any chance of resumption of price controls, rationing and distribution priorities?

Now that controls over housing and the specific channeling of housing supplies have returned, Washington observers consider it likely that similar measures will be taken in other fields.

When, soon after V-J Day, the Administration cut down many of the controls on materials and goods, it was felt in some business circles that such wholesale elimination of controls might prove precipitate. Had everything gone smoothly, it is probable that distribution might have returned to normal with only minor disruptions.

However, the scramble for goods has been even worse than anticipated. Labor disturbances tied up first the truck distributive system and now threatens both basic supplies and finished articles. In many cases, reconversion has been stopped in its tracks.

In the future, in addition to these difficulties, there is every promise of inflation and unemployment as more thousands of veterans return.

Government officials will deny it, but there are prospective plans under way now to resume wage and salary control as well as priorities in the distribution of some materials.

#### Credit Doors to Stay Shut

Reports persist that the recent amendment of Regulation W on consumer credit was simply a means of opening the door to complete revocation of consumer controls. Will this come about?

Ronald Ransom, vice-chairman of the Federal Reserve Board and supervisor of the operation of Regulation W, has completed a study of this question and submitted a report to the Board which reveals that he had hoped to do away with the regulation after V-J Day because its administration is cumbersome. However, both the Office of Price Administration and the Office of Economic Stabilization will not consider releasing these checks on inflation. Federal Reserve Board will go along with these agencies as long as they consider the regulation necessary.



## DEMOCRAT & CHRONICLE Morning and Sunday

Two of 21 Gannett Newspapers

Representative - J. P. McKinney & Son Les Angeles Chicago San Francisco New York

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# Significant Trends

As seen by an editor of Sales Management for the fortnight ending January 1, 1946

## The Big Problem with Veterans

ALL OF US WANT TO HELP the returning veteran who wants to enter or re-enter marketing work—but some of us aren't going about it in a very intelligent way. That's the opinion of a reserve officer on extended active duty in two world wars, and I concur.

My friend's work has made him keenly conscious of the difficulties of demobilization and the re-orientation of returning veterans. At a great sacrifice to himself he has been devoting at least half of his time, since getting back into civilian clothes, to helping veterans, and I think you will be interested in excerpts from a recent letter:

"My contacts with employers in behalf of the Veterans' Job Finding Forum, and before that time in my own interest, gave me a very concrete knowledge of what the job-seeking veteran is facing. There is no doubt in my mind that unless he is returning to his former employer, he is getting a 'royal brush-off and run-around.' The soldier wants a fresh start; the employer is picking over applicants (just as he has always done) to select men who meet strict job specifications. And adding to the confusion of both veterans and employers, is a mutual misunderstanding of the limits of vocational aptitude tests.

"Many of these men left minor positions and through ability and force of circumstances became officers and now cannot find civilian employment suitable to their changed status; and many of these men had never been employed before they entered the Army. A case in point of a veteran who has a difficult problem of re-orientation is the office boy of a sales organization located in the Graybar Building; he returns from his Army service a lieutenant colonel of the Air Corps.

"Typical of the trouble experienced by industrialists is the experience of the works manager of a suburban New York plant who complains that, 'returning soldiers are dissatisfied and discontented; they want more pay; they think they are being discriminated against; they believe the world owes them a living and they are out to get it.'

"Employers fail to realize that the one thing that causes their troubles with veterans is: that returning soldiers are not civilians; that until they are re-oriented and again think as civilians they will not be satisfactory employes. Just as it takes time and training to produce a soldier from a civilian, so it requires both, and experience with soldiers, to reconvert the military man back to his peacetime status. So far re-habilitation has been considered almost exclusively as applying to wounded men and those suffering from battle exhaustion. By far the greatest problem, however, is the absorption into civilian pursuits of hundreds of thousands of soldiers whose disability consists of the military regimentation of the mind.

"Another thing that employers do not realize is that the war has interfered with the development of civilian skills and that it is no longer possible to solve a personnel requirement by the simple process of writing a job description and then the specifications of the individual who is needed to fill the opening. Today, the employer must take personnel of requisite intelligence and train them for the jobs they are to fill. Too many presidents, general managers, sales managers and others are not competent to do a training job, refuse even to admit they should be called upon to do so."

Several of my friend's points are highly provocative. For example, he refers to mutual misunderstanding of the limits of vocational aptitude tests, and one wonders whether returning servicemen should be graded by standards which

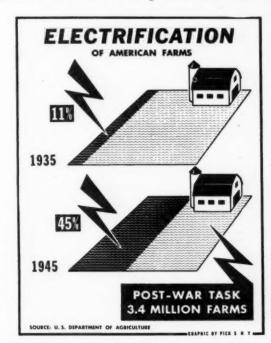
were set up to measure civilians in peacetime. Several sales managers have told me of experiences with returning servicemen who did not do well with aptitude tests and yet when these sales managers nevertheless employed them on a hunch that they would make good, some of the men did become readjusted within a period of weeks and turned out to be extremely successful salesmen.

He also brings out a good point—but who has the answer to it—when he talks about disability which consists of the military regimentation of the mind. Perhaps his concluding paragraph is the one which all of us should study most carefully: Are we competent to do a good training job—or should we call in an expert? Are we in dealing with returning veterans showing the degree of sympathy, understanding and patience, to which they are so justly entitled?

## They Missed the Boat

MARKETING MEN MISSED many opportunities to do a sound public relations job which will help them specifically and also help the so-called free enterprise system. Take the case of the shortage of goods as an example. That large segment of the public which doesn't understand marketing and distribution problems and practices naturally expected a flood of new civilian goods to reach the stores shortly after hostilities ceased.

They are not finding them—and they are griping. They have fallen hard for the charge that most manufacturers



Over a 10-Year Span farm electrification jumped about 300 per cent, but there remain 3.400,000 farms which do not have this useful servant. Farmers today have less indebtedness, more savings than they ever had before.

are deliberately keeping new goods off the market until after the first of the year because then excess profits tax will be abolished. Doubtless there are instances of this which can be pointed out, but I doubt very much that it is something which is generally applicable to business.

People don't understand that distribution is the problem holding many goods off the market now—and it is the fault of business that people do not understand. It's perfectly simple. Anyone could understand the following remark made by one of the big makers of photographic equipment, who explained to a reporter: "We've got to build a backlog of goods before we distribute to our outlets. Otherwise, one retailer will have some and others who have not will complain."

Another thing which the public doesn't understand is the fact that almost any item is made up of many small parts, many of those being manufactured in a variety of plants through the country and then reassembled to make a finished product. If there is a bottleneck in the delivery of even one tiny part it will hold up the final assembly, let's say, of the radio which so many people want desperately.

Why don't more companies give their customers and prospects a simple, clear explanation of their plans and their problems?

The General Foods Corp. is making an interesting change in its public relations activities. Not only has the public relations department been given an increase of several hundred percent in its departmental budget, but all of General Foods institutional advertising, portraying the story of General Foods and America, has been transferred from the advertising department to the public relations department. Among the future plans of this department are activities designed to cultivate rural and plant com-

U.S. INCOME TAXES PROPOSED TAXES PRESENT TAXES \$2,000 \$2,000 \$2,000 \$3.000 \$3,000 \$3,000 \$275 \$200 \$5,000 \$5,000 \$5,000 \$755 \$10,000 \$10,000 \$10,00 \$2,245 \$1,960 \$25,000 \$25,000 \$25,000 \$9,705 DURCE: U. S. TREASURY DEPARTMENT

THE LOWER AND MIDDLE income bracket families gain most from the new tax laws, and should be increasingly important as a market. The "bite" remains heavy on high income families—but they have consistently shown their ability to thrive under this particular kind of punishment.

munity relations, a survey of public attitudes toward General Foods, of every section of the food industry, and of the entire economic pattern of industry. Major studies will be conducted every 12 to 18 months, supplemented by smaller interim surveys.

One of the main points to be studied through the General Foods survey is the relationship between the public attitude toward a company and the sale of its products. Your editor has a strong hunch that there will be a strong relation between sales volume and a policy of frank talks to the public on questions which are of mutual interest.

## Reshuffling of Cars

A CURRENT R. L. POLK & CO. REPORT says that the total number of 1938 and later year model passenger cars now in use is about the same today as it was in 1941, but there has been a great reshuffling between various cities

In New York, for example, the campaign by used car dealers to buy up cars to be reshipped to the West seems to have been extremely successful; in Kings County (Brooklyn) there was a shrinkage of 18.71% in late model cars between 1941 and 1943, while in Los Angeles County there was an increase of 36.79%, which is a gain of 137,000 cars. Chicago lost slightly and so did Detroit, while Alameda County, Calif., gained 39.58%; King County (Seattle) Wash., 47.31%; Multnomah County (Portland) Ore., 43.00%; Orleans Parish (New Orleans) La., 43.70%; Dallas County, Texas, 15.51%, and San Francisco County, Calif., 15.86%.

How will this affect the market for new cars and accessories?

### The Income Curve

THIS IS A SUPPLEMENTARY REPORT—to our paragraphs in the December 15 issue about the present course of national income. We pointed out then that income would have to drop more than 20% in the last three months in the year if we were to end 1945 with a smaller total of national income than we had in 1944.

There is now good evidence that the drop will not be as great. Because most of us were subject to income taxes in 1945 the record of income taxes withheld by employers is a good and extremely sensitive index to the monthly flow of income payment. The October reports are now available from the Treasury Department and they show that in October 1945, income taxes withheld were 88.8% of the same 1944 month, or a drop of only 11.2%.

The upturn in business is shown by some of the other items in the Treasury Report. With new businesses being started in increasing numbers, the capital stock tax jumped more than 50%; cigarettes up 58%; telephone, telegraph, radio and cable, 33%: local telephone service 60%.

Sales of independent retailers, according to the summary for 34 states as prepared by the Department of Commerce, jumped 17% this October over the same month last year and were 15% higher than in September of this year. Sales for the first 10 months of 1945 average 8% above those for the comparable period of 1944.

PHILIP SALISBURY

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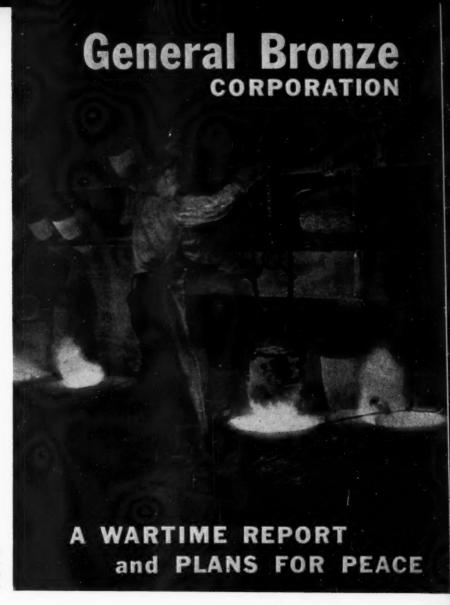
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BY JOACHIM SILBERMANN

Partner
Pick-S
New York City

COVER DRAMA: Its first job is to attract. With this everyday production scene, General Bronze identifies itself as a foundry, sustains interest with a promise that more than routine figures follow.



## Does Your Annual Report Belong To the Gaslight Era?

If it does, it's already half-past time to modernize it. In smart modern dress, with its contents broadened to many features other than figures, it can become a public relations tool. Here are some practical suggestions for putting life and color in this year's report.

F you plan now to make it so, your 1945 annual report might well become one of your most important 1946 sales and public relation tools.

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If yours is a company that has devoted the past four years largely to war production, your interest in a thoroughly adequate, completely modern type of annual report should be doubled, for if your peacetime products have been off the market, they have likewise disappeared to a marked

extent from the memory of the consuming public.

Through its annual report, a company has a medium for bringing before the public eye not only the story of what the company has been contributing to the war effort since Pearl Harbor, but also what it is planning to do in the months and years ahead.

The annual report has come a long way since it consisted of a cold-figure financial statement attested by a firm of auditors. It is now a public relations tool, of interest not only to stockholders and employes, but also to suppliers, customers and prospects, and to the communities in which the company operates.

To serve as a sales and a public relations tool, the annual report should be modern in every detail. Its very cover should attract the interest of the reader and, as the cover is opened, the information inside should be presented in such a way as to sustain the interest of the reader throughout.

To effectively tell the story of corporate operations the text should be well written and concise. It should be preceded by an opening page of highlights in which about a half dozen of the major statistics or topics relating to the financial and physical

JANUARY 1, 19464



PROGRESS: This is a gentle reminder to stockholders that management keeps up to date on its products in the highly competitive food market. The cartoon sequences neatly identify three diverse brand names with their owner, American Home Foods.

operations of the company are mentioned.

Contrasted with the modern annual report is the old style, conventional report which is confined to financial statements and the technical letter of transmittal. Aside from being of momentary interest to the stockholder, it serves merely to fulfill the legal obligation to report annually.

Only 30% of the annual reports were classed as modern in a study made last year for the *Financial World* by financial editors, public relations experts, and industrial designers.

An annual report should be written by the president or the chairman of the board of directors, with the advice of the public relations officer and advertising manager.

The report should cover the financial progress of the company, giving a clear picture of the past history of financial operations and also some insight into the future. Likewise, it should include information regarding the physical operations and the capacity to produce. There should also be included sections on research, purchasing, plant expansion and many other pertinent sub-divisions of the physical structure of the company.

Another very important section should be devoted to capital versus labor relations or the building of morale for increased production. Some space should be devoted also to description and illustration of the products of the company.

In addition, it is important to bear in mind the desires of the stockholder who, in recent surveys, have indicated that they would like the following to be included in annual reports:

- 1. Future plans and prospects
- 2. Earnings
- 3. Dividends
- 4. Research
- 5. Consumer relations
- 6. Products
- 7. Advertising

In order to increase the readability of the annual report, it should be well illustrated with dramatic graphics, maps, and photographs. A good layout and well chosen typography enhance the physical appearance of the report and add to its modern qualities. Fields in which graphics lend themselves quite easily are the historic portrayal of sales, taxes, dividends, wages and salaries and, in addition, the pictorial presentation of the financial statements, such as the simplified balance sheet and the income dollar.

Graphic maps which show the geo-

graphic location from which raw materials come where the products of the corporation are shipped, and the states in which the stockholders reside are effective. Photographs and photographic montages of the plants and the products of the company lend themselves admirably to the modern form of layout and put the finishing polish on a good report.

Once a good report has been prepared, it should be sent not only to the stockholders, but also to clients, suppliers, industrial associations, officials of state and local governments and even to educational institutions. The annual report is an advertisement—not one which appears for one day, to be seen only once, but one in book form which can be filed and referred to whenever the need arises.

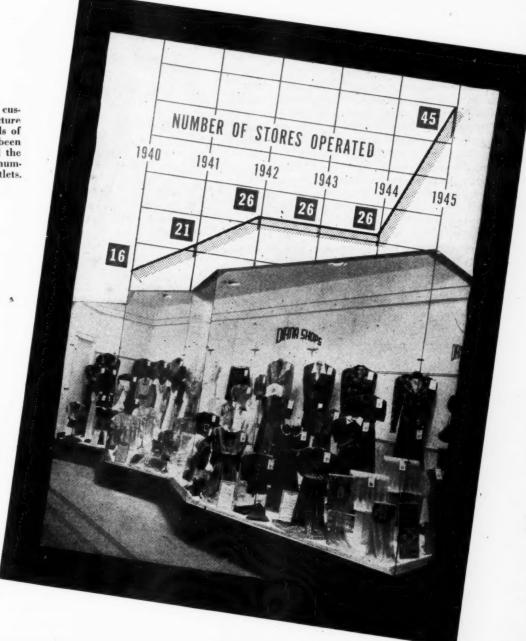
As a last word of caution, it should be remembered that stockholders and the lay public have both criticized elaborate use of color and over-use of photographs, thus making for a very costly annual report. Good planning, interesting layout and moderate use of a second color, coupled with effective graphic illustrations, can maintain costs at a nominal level and will yield an effective annual report.

Remember, too, that an annual report has news value. It can, therefore, become the basis of a news release to be sent to financial page editors

of a selected list of newspapers. Recommended procedure calls for the preparation of a standard type of press release based on the information contained in the report, running not longer than two double-spaced type-written pages. A copy of the report itself accompanies the release, so that any editor can, if he chooses, expand the article as he sees fit. Include release date.

(Readers interested in samples showing a variety of techniques employed for getting pictorial interest into annual reports are referred to "Exit: The Deadpan Report to the Stockholders," SALES MANAGEMENT, March 1, 1945.—The Editors.)

IDENTITY: Stockholders are customers, too. This single picture and graph replaces hundreds of words which might have been used to tell what is behind the trend toward increased numbers of women's apparel outlets.



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# Mr. & Mrs. Teams

THEY CALL 'EM "joyces" . . . Faie and Bill Joyce make women's shoes that have become nouns-like "sandals" and "galoshes." Faie designs them, Bill adds the know-how. It began when bachelor Bill went to the beach one day, decided that the women looked fine till you got to the feet. The only decent shoes he saw all day were a pair of athletic sandals-on a man. So he began to make more suitable pedal covers, hiring one room to do it. He was the boy who patented the "Wedgie." Shortly afterwards he took unto himself a crack lady-designer. That was Faie. She managed to keep turning out her pace-setting designs and take care of their three progeny. During the war, when many of the leading shoe manufacturers turned to rationfree footwear the Joyces turned thumbs down, continued to make the kind of shoes that had made them. They haven't lost anything by the policy, either. Besides turning out the shoes, they ran a war plant for Chemical Warfare Service.

"CAN DO"... said young Roland Bixler to his still younger wife, Margaret He meant that by eating bread and milk they could scrape up enough mazooma to meet the payroll of their new company, J-B-T Instruments, Inc., New Haven. That was in its early days, in 1939, when the fledgling organization was beginning its work of manufacturing and servicing electrical and temperature measuring devices. Margaret was and is full-time secretary to her husband... now she's on the board of directors. Even with the company making the big boys sit up and take notice, Roland can't get her to stay at home. She balances her days—mornings at the plant, afternoons managing their home. Daughter of the president of Triplett Electrical Instrument Co., she comes by her interest naturally. Mr. B., who looks all of 23, is president of New Haven Junior Chamber of Commerce; at the moment he's taking flying lessons. She worries because he gets the itch to work all night, dash cold water on his face and start again with the day shift.



STRICTLY SPEAKING ... . Atherton Pettingell and Fleur Fenton have no business on these pages . . . They got a divorce two months ago-but it doesn't show. And their business is going on in the same old jointly-brilliant way. With Walter Maas they're partners of Dorland International, Pettingell & Fenton, Inc., an advertising agency with offices like something out of a Hollywood set. They met when she returned after five months in Paris as guest of the French Government. The World-Telegram, for which she was doing a column, canned her as soon as the boat docked for over-staying her leave, Nothing dismayed, she and Ath founded their agency; last year bought into Dorland, which has offices everywhere-including the places you can't spell. He's considered the best-dressed advertising man in New York City despite being color blind. (She picks out his ties.) She's just returned from a flying trip to the Continent; the first American woman allowed over on business. Her most exciting assignment was to locate their Belgian manager who had gone underground. Since she looks like an Eric Ambler heroine, she managed. He owns 150 pipes; says he began getting gray when they married.

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# sIn Business

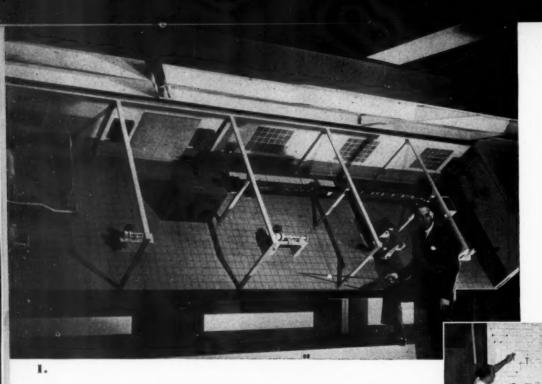




A WAY WITH LADIES . . . As co-editors of The Ladies' Home Journal, Bruce and Beatrice Blackmar Gould get into more front doors than a Fuller Brush man. Winning the homemakers over is their forte; they've collaborated on everything from short-shorts to hit plays. Now they're teaming it on the magazine with one of the largest audited circulations in the world (a stratospheric 4,000,000 and still going up). Both are from out-where-the-corn-grows-tall, both are public school products, both worked on Iowa and then New York City newspapers. She thinks that's why they get the same thoughts on the same things at the same time. They think practically nothing of commuting daily from their Princeton, N. J., farm to Independence Square. After all, their ancestors went West in covered wagons. Neither likes the appendage "Crusaders" which people are inclined to hang on them-but as journalists they've accomplished things together that some Congressmen might envy. Sample: the La Follette-Bulwinkle anti-venereal bill.

SHOP-TALKERS . . . Pauline Arnold and her husband Perceval White are the Market Research Company of America. They're also White Engineering Works, Inc., which, even though they "play" with the latter (It builds such things as surf boards now that its war work is done), means that they are inclined to talk shop—a fact they deplore. She ran canteens all over the Continent during the first war; came home to found Arnold Research Corp., met him and they pooled brains. Daughter Matilda is their Third-in-Command. He has a new idea every minute on the minute; she thinks she's "dull and uncreative;" earns her keep by sorting his wheat from chaff. She complains that he makes her do all the talking for him while he nods sagely, playing the part of the Deep Thinker, Mr. W's office explodes the theory that the more successful a man becomes, the bigger, more Tudor-ish his office. His is 10 feet square, furnished in country antiques. After hours they play county Squire and Lady on a 200-acre, 200-year-old Connecticut farm, where they raise "horses and mud." En route to the station they talk shop.





A
Well-Rounded
Curriculum:

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Westinghouse Electric Supply Co. is "retooling" returning service men and giving basic engineering and selling training to groups of new recruits in an intensive sixteen weeks' study course. Films, charts, models, blow-ups—a dozen varieties of devices to aid learning, are being utilized.

## "Listen, See & Do" School Refreshes Westinghouse Sales Engineers

BY J. M. McKIBBIN

Assistant to Vice-President Westinghouse Electric Corp. Pittsburgh

RAINING new salesmen or re-training former employes recently released from the Armed Forces presents a major problem to a sales organization handling a large number of products.

Facing this problem, plus the important consideration of general postwar sales competition, Westinghouse Electric Supply Co., a wholly-owned subsidiary of Westinghouse Electric Corp., realized the need for a definite sales training program. To assist the

distributor sales organization in establishing such a program, Westinghouse began months ago to set up an Electrical Apparatus Sales Training School.

After considering the relative merits of several types of sales training, including factory and office experience, Westinghouse settled on the present program. Pittsburgh, headquarters of Westinghouse manufacturing divisions, was selected as the location. Facilities for the training were arranged with Carnegie Institute of

Technology and the University of Pittsburgh. Hand-picked men from all parts of the United States were brought to Pittsburgh and housed in Carnegie Tech dormitories, where they live and study together in typical educational surroundings.

The objective of the course is to provide a backlog of practical knowledge of products and sales techniques which is normally gained slowly by a trial-and-error method in the field. The school covers product information, applications of equipment, selling points, and pricing of Westinghouse electrical apparatus. Tentatively estimated at six months, learning time for the course has been reduced to 16 intensive weeks through utilization of audio-visual training aids.

SALES MANAGEMENT

1. Scale model tactory serves two purposes: shows indoor distribution and electrical utilization equipment. Motors, switchgear, heating and other apparatus may be set up easily to afford effective visual teaching techniques.

2. In Carnegie Tech classroom, blown-up wiring diagram assists prospective Westinghouse Electric Supply Company's salesmen to understand the technical aspects of Westinghouse electrical equipment and its installation.

3. Even the few minutes between classes are utilized by the students. Laboratory groups work on individual notebooks before a scheduled lecture.

4. Immediately after lectures on fundamentals of electricity, the men hurry to laboratories where they put newly acquired theory to actual practice.



Scale models of typical installations are set up in the classroom. A power distribution system complete from wire to transformers and a miniature factory containing all company products from bus duct and control to motors and industrial heating equipment formed a ready-reference background for instructors and students to correlate each new item with the previous lesson and make it possible to see the relationships between the application of the various electrical products.

While presenting vital technical in-

While presenting vital technical information, the sales training course is primarily concerned with a sales approach to the subject matter. Regular sessions on modern sales technique and actual practice in delivering sales talks are integrated with the program. Also included are trips to Westinghouse plants, coordinated with the classroom instruction in those products. This gives the men a first-hand picture of the making of each product and the additional feature of seeing products in actual factory use. Specialists from the factory plan and conduct the tours, with the class divided into small groups to assure individual guidance and instruction.

All applicants for the Apparatus Sales Training School are interviewed by WESCO district sales managers. Of the 67 men selected as showing an aptitude for and interest in sales

3.

To insure basic technical background, the men began the course with an intensive three weeks refresher period in the fundamentals of electrical engineering. Instructors and laboratory facilities for this part of the course were arranged with the University of Pittsburgh.

After the preliminary refresher material, the prospective salesmen take over a Carnegie Institute of Technology classroom for nine weeks. There, under the instruction of specially picked men from Westinghouse head-quarters and district sales organizations, they study the major electrical apparatus for overhead distribution, indoor distribution, and utilization equipment.

In addition to this nine weeks period, they spend two weeks at Cleveland studying lighting and its applications, one week at Bloomfield, N. J., studying electronic tubes and lamps, and a week at Westinghouse Electric Supply Company's New York City headquarters, learning order handling

4.

procedure and sales office routines. Visual aids of the most modern type are utilized and coordinated to supplement instruction based on the experiences of the Army and Navy in training men for specific jobs in limited time. Scale models, motion pictures, slide films, charts and large size drawings, and demonstration and exhibit models dramatize visually each product covered in the course.

work, approximately two-thirds are honorably discharged veterans.

To assist veterans with rehabilitation and give them an opportunity to obtain sales training, Westinghouse is planning to continue with additional classes under the same program. And since the whole method has been extremely successful, the same general type of sales training will probably be extended to other divisions.



ROGERS ROOM: Skillful use of Kleig lights for illumination brings out the beauty in the new Wm. A Rogers line of plate silverware.

## Oneida's "Period" Rooms Merchandise New Silver

To get away from that show room feeling in its New York City office, Oneida Ltd. has set up individual display rooms in the motif of their Community and Wm. A. Rogers lines of plate, and Heirloom sterling. Each buyer receives a personal showing. Concealed executive offices preserve the intimate atmosphere.



COME IN: Oneida Ltd. sets the tone for its new Empire State Building display rooms with this inviting foyer. The receptionist is real but divan is a reflection. The back wall is mirrored and the bold striped tile floor creates an impression of space.

COMMUNITY ROOM: In comfort and without distractions, buyers can study new designs in Community silverware. Walls and furniture are silver grey walnut. Hidden lights enhance the picture-frame displays. HEIRLOOM ROOM: No, this is not a drawing room, although John D. Rybakoff, who is noted for his interiors and architectural wood work, set out to create that impression. It's another "period" type display room for the unhurried showing of Oneida's fine Heirloom sterling silver to buyers.

# Maca, Selling Through Kraft, Cracks 85% of Food Store Outlets

When Northwestern Yeast Company's Maca returned to the market after its wartime absence, distribution through the company's own sales force was abandoned. Kraft Foods Co. contracted for the entire output. In three months Kraft opened thousands of accounts.

Based on an interview by Lester B. Colby with

### QUENTIN D. PIERCE

General Sales Manager, Northwestern Yeast Co., Chicago

after 70 years, has completely revised its distribution methods. When it came face to face with the war, early in 1942, the organization had approximately 150 men on the road. It was then placing its products in about 36% of the 400,000 retail food outlets in the United States. During the entire war period, except for four months in 1944, the Government has been taking 100% of its Maca Yeast.

It was during this period that Maca was off the domestic market, that Northwestern management had an opportunity to thoroughly analyze distribution problems and to determine the course to be followed during the post-war period.

old

When the company got the goahead signal less than three months ago, which meant that it could return to normal business, arrangements had been made with the Kraft Foods Co. to handle its output. Kraft has more than 2,000 salesmen calling on the trade, and these men took over at once. The result is that Maca Yeast has been put into 85% of the country's food outlets.

The story of Northwestern is a story of evolution. In the days of our grandmothers its one product was a dry baking yeast in cake form, named Yeast Foam and Magic Yeast. Both are still on the market. Nine years ago Maca, the original quick-rising dry yeast (it also does not require refrigeration) was placed on the market. This made bread-making possible with a dry yeast, without overnight setting. It simplified home baking and cut down materially the time required to make bread.

When the war started and breadbaking became a primary weapon of the Armed Forces, the War Food Administration demanded all the Maca Yeast that could be produced. Housewives who preferred dry yeast had to fall back on the old reliables—Yeast Foam and Magic Yeast. Maca, so far as the public was concerned, was not available.

Since Maca's introduction, even with

expansion of its sales organization, the fact remained that only about 144,000 outlets out of the potential 400,000 were handling Maca Yeast. Just prior to the war for the first time a competitor in active dry yeast entered the field. Other competitors—all previously engaged in the manufacture of compressed yeast—started during the war period because the Government encouraged new manufacturers who were needed to meet demands for active dry yeast, which alone was suitable for the needs of the Armed Forces.

Because all these competitors had been manufacturing and selling compressed yeast, they had established truck route salesmen and equipment with which to service retail grocery outlets at least weekly. Surveys and studies were started to determine what the company should do. As a result it was agreed that five functions are necessary for proper success:

#### Five "Musts"

- Retail grocery outlets should be contacted often.
- Retail distribution should be established in all grocery stores handling yeast.
- 3. Proper store placement should be obtained.
- 4. Proper store placement should be maintained.
- 5. Out-dated stock, fixed by the date line on the package, should be replaced promptly.

Two avenues of approach were carefully considered, each as to its advantages and disadvantages.



MASS IMPACT: Maca gets a quick build-up when Kraft's salesmen convert single packages into group displays.



#### Idea Man

QUENTIN D. (QUEN) PIERCE, general sales manager, Northwestern Yeast Co., Chicago, is credited with developing the company's new distribution system in cooperation with Kraft Foods. He was formerly general sales manager for Derby Foods, Inc., and is known as the originator of the "Peter Pan" sales girl idea and promoter of the Derby jobber salesman incentive plan. Prior to that he was advertising and sales promotion manag .. for an important banking firm.

Avenue I consisted of selling direct to retail grocery stores. This meant, of course, a vast expansion of the sales force. It would mean much higher costs. The following factors were mea-

Advantages

1. Company salesmen could accomplish thorough distribution.

2. They could assure proper store placement.

3. Dating could be easily handled. Disadvantages

1. A tremendous number of salesmen would be required.

2. Additional equipment would be necessary.

3. The problem of credits would

4. The over-all cost would be pro-

Avenue II: Endeavor to win the cooperation of an established nationwide food distributing organization (such as Kraft) to be exclusive distributor. The pros and cons of this set-up were argued in this manner:

Advantages

1. The right organization could assure high per cent distribution.

2. The right organization would be trained in store placements.

3. The right organization would be accustomed to watching perishable or semi-perishable products.

Disadvantages

1. The natural danger of putting all of the company's eggs in one bas-

From these factors it was evident that Avenue No. II would be the most satisfactory if the right organization could be found.

Organizations of national scope in the food field were contacted and open and frank discussions took place. It was agreed that the Kraft Foods Co. could, in the main, perform all the functions necessary. A working arrangement was finally concluded a few days before the 100% set-aside order was removed, on August 31 last. This was later followed with a longterm contract.

Within hours after the order was removed Maca Yeast was flowing into Kraft branches and into retail gro-cery stores. Combined with this distribution was proper store placement, considered so very important.

It was realized at the very outset, however, that an educational campaign would be necessary because Kraft salesmen had never handled yeast. Quen Pierce, General Sales Manager, personally conducted several largescale meetings with Kraft salesmen,

trying different methods of handling at different places, seeking to perfect the right presentation.

He has now standardized the presentation and it is supplied, in package form, to all Northwestern Yeast Co. salesmen, all of whom are continuing the educational program with groups of Kraft salesmen throughout the country. The element of showmanship is stressed in the presentations and built around the theme: "Maca—the Atomic Bomb of the Yeast In-

The presentation has its many sales aids such as streamers, card hangers, portfolio, pamphlets, and samples. With this material, together with the talk which is patterned, letter-perfect, each Northwestern salesman tells the same identical story at each meeting. The meetings are taking place at Kraft branches all over the country to insure the success of the mutual selling

arrangement.

The Northwestern salesman, in making his talk, is guided by the portfolio, which consists of 21 pages. They run in this sequence: Introduction; the story of the package and the product; why the present time is the psychological moment for the changeover in distribution method; the story of the Northwestern Yeast Co.; what to remember about packaging, dating and prices; a comparison of wet compressed yeast vs. active dry yeast; the the values and uses of Maca; its advantages, such as preservation quality,



CHECK-OUT STAND: Kraft's salesmen are trained to get proper store placement for point-of-sale displays in Maca's bid for markets, This is one between two check-out stands.



THIS LOOKS LIKE A WAR PICTURE but it's right here in the U.S.A. It shows a part of a telephone cable-laying job.

We're planning to install 2,100,000 miles of Long Distance circuits within a year.

# Lots of action on the Long Distance front

Long Distance calls are still at a high level and there's still pressure on the wires. But we're on the way to giving you more and better service than you've ever had before.

Telephone factories are turning out equipment for peace with the same speed that they turned it out for war. All over the land, telephone men are laying cable, installing switchboards and working on new telephone buildings for the nation's increased needs.

It's a tremendous job and it will take some time and a lot of money. But we're going at it, eagerly and efficiently, with every resource at our command.

#### BELL TELEPHONE SYSTEM

Listen to "THE TELEPHONE HOUR" every Monday evening over NBC





Jewelrya \$12 Million Baby

Yes, in just 10 Variety Syndicates, jewelry sales totaled 12 million dollars. Recognizing this important department, the editors of SYNDICATE STORE MER-CHANDISER include another "how-to-do-it" jewelry feature in the December issue.



#### An Editorial Plus . . .

Readers of the "MERCHANDIS-ER" have long since learned to expect editorial pluses. Here's a scene from a staffproduced training film on Fire Prevention"—the latest in a series of six films.



Want Latest Variety Marketing Data?

After 14 years of research in the Variety field, we have compiled material valuable to you and your business. Why not write for the following today? Free upon request: (1) Our 6-Point Market Data Folder; (2) Our monthly Variety Market Bulletin; (3) A State-and Sectional Breakdown of Syndicate Variety Stores, with details for cities of 100,000 population; and for \$3: Our "Directory of Limited Price Variety Syndicates.



Headquarters for Variety Store Marketing Data

Largest Audited Circulation in the Variety Field

79 MADISON AVENUE, NEW YORK 16, N.Y.

flavor and dependability; why the grocer should feature Maca; its relation to big sale items, and so on to the end of the presentation.

This treatment results in the story being told under what might be called subheads. Among them might appear such headings as "Store Material," which includes point-of-sale streamers, recipes, and so on, includ-ing how to build island or counter displays of the product; "The Story of Maca Advertising," which outlines the company's national campaign in widely read magazies and metropolitan newspapers.

As the portfolio is presented, page by page, it reveals the mastheads of leading newspapers. Then follow fullcolor reproductions of magazine advertisements with recipe panels. Toward the end of the presentation the Northwestern Yeast salesman tells the Kraft salesmen:

"I am going to do many things to stimulate sales by attending retail grocer functions, keeping you informed of our advertising and sales promo-tional plans, and in general acquaint more people with Maca.

"It will always be my job to help you to solve any problems that may arise. I won't hesitate to spend considerable time with you to help you sell the retailer on Maca. In other words, the Northwestern Yeast Co. sales organization is to help you make more Maca sales."

Through the company's tie-in with Kraft, the management knows Maca is now available in every worth while retail food outlet of the Nation.

### Retail Census of Sales and Stocks in U. S. Is Under Way

Bureau of the Census hopes to complete by January 21 a new census of sales and inventories for 44 kinds of retail businesses in 15 lines. The Bureau has sent out report cards asking for total 1944 and 1945 sales, together with merchandise inventories as of December 31, 1944 and 1945. Returns will be so tabulated that retailers may compare their own experiences with businesses of comparable kind and size in their own areas. The survey is authorized by law and the identity of each reporting business will be kept confidential.

The 15 groups are: food, general stores (with food), general merchandise, apparel, furniture-household-radio, automotive, filling stations, hardware, lumber-building materials, drug, liquor, eating places, drinking places, second-hand stores, "other

stores."

# What is it you want the to know about the OKLAHOMA CITY market?

Oklahoman and Times research service, disrupted during the war, has been completely reconverted and is now in full swing.

Fifteen postwar studies already completed on sales and distribution in Oklahoma City reveal startling trends every manufacturer and jobber should know about . . . facts that may well lead to exhaustive revisions in merchandising plans for this market.

Other studies are in progress. Special investigations reflecting market changes in the Oklahoma City market will be undertaken on request. If you are interested in any of the completed surveys . . . . if you have any questions about Oklahoma City of 1946 you would like answered . . . simply address. National Advertising, The Oklahoman and Times, Oklahoma City.

In June, 1940, a nationally advertised uncooked cereal enjoyed 98.4% distribution in Oklahoma City grocery stores. By October, 1945 the figure was 31.7%. If information such as this is of interest, ask for one of the following studies now

LOST SOMETHING? DISTRIBUTION

MAYBE?

COFFEE

available:

CEREALS

READY-MIXED FOOD

LIQUID CLEANSERS

CANNED FRUIT JUICES

FLOUR

HAIR TONICS

DENTRIFICES

RAZOR BLADES

MAGAZINES

WRITING INKS

MARGARINES

CASSEIN PAINTS

TOOTH BRUSHES

PERMANENT WAVE

## THE DAILY OKLAHOMAN KLAHOMA CITY TIMES

REPRESENTED NATIONALLY BY THE KATZ AGENCY, INC.

THE OKLAHOMA PUBLISHING CO. THE FARMER STOCKMAN-WKY, OKLAHOMA CITY-KVOR, COLORADO SPRINGS-KLZ, DENVER Attiliated Management

## The Smash-Hit Press Party: News Sense and Showmanship Make It

Industry is creating so much news nowadays that 1946 will present frequent opportunities for public relations exploitations involving planned contacts with the press and radio. Such events, if they are to click, require a very high degree of skill in organization.

BY A. B. ECKE

FFECTIVE craftsmanship in dealing with the press is one of the most important fundamentals to any public relations

With reconversion in full swing, the word "competition" takes on a new meaning-the more challenging becomes the problem of working with the press. And because the points of view of press representatives are as varied as the circulations of the publications they represent, skilled public relations operators are becoming increasingly aware of the importance of showmanship in planning press parties of all kinds-cocktail hours, luncheons, dinners, previews, special events. The trend in this direction is quite significant and deserves careful attention, because every organization, in the fulfillment of its mission, owes an obligation to the press.

#### Behind the Scenes

For examples of what it takes to work successfully with the press, SALES MANAGEMENT has gone behind the scenes of several outstanding press parties, and has found that careful planning — from the invitation on through to the final "goodbye"—plus human interest, mark the difference between just another press luncheon and one that moves the members of that traditionally honest and friendly body—the press—to open their hearts and exert themselves to help spread the good news, whatever it may be.

One of the most spectacular special events during 1945 was "Christmas in July" staged by The Greeting Card Industry, national association of greeting card publishers, as its contribution to publicizing the Government's Overseas

Christmas Mail Campaign.
Thursday, July 25, was a typical hot, sticky summer day in New York City. The thermometer hovered around 90 degrees-and the farthest thoughts from the minds of perspiring New Yorkers on that day were Christmas carols, piping hot turkey, holly and misteltoe, and colorful Christmas cards

But to The Greeting Card Industry and 300 of its guests gathered together in the Wedgewood Room of the Waldorf-Astoria the heat of July 25 was forgotten, and in the air-cooled luxury of that beautiful room Christmas candles gleamed and gaily lighted Christmas trees served as a suitable background to Christmas carols and a delicious Christmas dinner with turkey, plum pudding, and all the "fixins."

#### It's What the Guest Wants

The Greeting Card Industry has for several years conducted its own public relations programs from its headquarters in New York City. S. Q. Shannon, managing director of the industry, who personally supervises all of his organization's publicity and public relations activities, says special events are important in the over-all program—but he cautions against lack of objective and helter-skelter handling of any function intended to expedite a public relations program or special publicity project.

"The 'Christmas in July' dinners are important factors in our over-all continuous national public relations program," Mr. Shannon says, "because they serve as a direct and impressive means of contact with all publicity channels under the most favorable

Since The Greeting Card Industry's public relations activities were established in the Summer of 1941 our main objective has been to tell the story of greeting cards and the part they play in American life without resorting to the usual routines for publicizing and promoting.

"In working out details of our program we give prominent position to special events because we know that unless we can enlist the interest and cooperation of those who are in close contact with the public through all means of disseminating information we shall have little chance of reaching our stated goals.

"From the outset, our attitude has been based on the viewpoint of our guests. If an editor, radio commentator, newspaper, or syndicate writer accepts an invitation to a cocktail party, luncheon, dinner, or special event, he does so because he wants to know what it is all about. Is it of general interest to the public? And finally, and most important, if he likes what he sees and hears, he will naturally take some

The structure of "Christmas in July" was built on three major points: (1) the objective; (2) the actual conduct of the function itself; (3) the followthrough to compile and analyze results.

The objective was mainly based on the fact that the dislocation of war in military and civilian life clearly showed that greeting cards had an important role to play in maintaining sentimental contacts among friends and families. The Greeting Card Industry wanted the press, the radio, and the public to know this. Tied in with this over-all objective was the sincere desire of The Greeting Card Industry to render a genuine service in expediting the Christmas mails.

Thus the objective was crystallized through an offer from The Greeting Card Industry to the Army and Navy Postal Service, the United States Post Office Department, the War Advertising Council, and the Office of War Information to conduct a novel special event that would serve as the keynote event that would serve as the springboard for launching the annual Overseas Christmas Mail Campaign.

#### Let's Do It Right

The actual conduct of "Christmas in July" was marked by careful planning. We knew that we did not want to hold just another press luncheon," Mr. Shannon points out. "We did not want the affair to smack of the ordinary commercial program. We were guided by the old adage, 'Let's do it right, or not do it at all'.

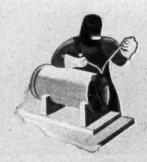
The first problem was the guest list. "It was readily apparent that if we were to do a real job our guests must be the leaders from the press, the radio, military and Government circles, and the advertising fields," Mr. Shannon observes. "Once this carefully selected list was set up and checked for accuracy, some special means of insuring attendance of these important guests had to be found."



1. The atomic bomb and electronic developments have reshaped the future of the world, opened up to millions the new world of science.



Millions are coming out of the armed forces with new technical training, new interest in science.



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 War plant training has given millions of people new interest in, and new ability to understand and use, the amazing developments of science.



4. Business and industrial executives are brought face-to-face with the challenge and opportunities of new materials, methods, equipment developed by science.

## war-created interest of millions

SCIENCE ILLUSTRATED will have a distinguished staff of consumer-wise editors . . . men who combine scientific backgrounds with years of experience on general magazines.

Heading the editorial staff are: Harley Magee as Editor, Dexter Masters as Editorial Consultant, and Dr. Gerald Wendt, formerly full-time Science Consultant of Life-Time, as Editorial Director.

Behind these men are the tremendous resources and unequalled facilities of the McGraw-Hill organization, providing these important assets:

1. A staff of 196 editors who are experts in many specialized fields. (No other publisher is as great a clearing house for scientific information.) 2. A world-wide news-gathering setup. (SCIENCE ILLUSTRATED is assured of a never ending stream of up-to-the-minute material.) 3. Financial security. (Important to assure the continuity and success of any new magazine during its formative months.)

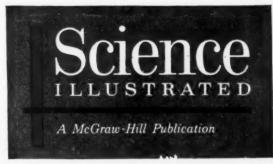
#### Reaches An Alert, Demanding Audience

SCIENCE ILLUSTRATED will give broad class-in-mass coverage. Mass circulation—and at the same time selective . . . selective of the science-activated people who lead the buying parade, who are keenly alert to new ideas, who are usually the ones to buy things first.

Tomorrow, progress-minded people will be the ones who are going to be the first to buy the new, improved products that American inventive genius produces. And remember: such people are centers of influence and decision wherever they are. Such people are your customers . . . such people are our readers!

Ask to have a representative tell you more about this new and different market. Write to Science Illustrated, 330 West 42nd Street, New York City.

#### COMING IN APRIL





CAREFUL PLANNING from the invitation to the final "goodbye"-plus human interest-mark the difference between just another press party and one that moves the press to spread the good news-whatever it may be.

And that, Mr. Shannon says, is where the surprise element proved to be most interesting and effective.

Early in July each hoped-for guest was startled to find a fat white evelope on his desk one morning. Upon opening it, he found a colorful Christmas card-but instead of the usual Christmas greeting, it carried a personalized invitation to be The Greeting Card Industry's guest at "Christmas in July" at the Waldorf-Astoria on July 25. Inclosed with the Christmas card invitation was a stamped and addressed envelope and simple acceptance card for signing and checking.

Upon return of the acceptance cards to The Greeting Card Industry's office, special non-transferable guest tickets were mailed to those guests who had accepted. The guest list was constantly checked at this period and when acceptances were not received in due time a personal letter or telephone follow-up was put through.

Simultaneously with the careful preparation of the guest list, plans for the dinner program were carried out. Postmaster General Robert E. Hannegan was invited to be honorary guest speaker. Through the helpful interest of public relations officers in the Army and Navy Postal Service, the heads of those two vital factors in the overseas mail program were likewise invited, and so on down the line. With due

consideration for protocol, a head table list of high officials from all participating branches of the Government was established.

By listing the names of the honor guests in the invitation, those members of the press who received the invitations were immediately impressed with the importance of the event.

In approaching the problem of room decorations, dinner menu, and all other elements that entered into the actual conduct of the function, The Greeting Card Industry was again guided by the guest's viewpoint.

#### The Stage Setting

One of America's leading display companies was commissioned to create a Christmas atmosphere. An elaborate stage setting was built to serve as the background for the climax event of the dinner—the unveiling of the official overseas Christmas mail poster. And the placing of giant photo murals about the room, showing the delivery of Christmas mail in the combat areas, forcefully stressed the objective of the dinner.

In the same way the Waldorf-Astoria florist was given carte blanche to make the Wedgewood Room over into a huge Christmas dining room. In the glow of bright red Christmas candles set off by Christmas greenery against the white napery, a heart-

warming Christmas atmosphere was magically achieved.

Dotting the head table and serving as the centerpiece on each of the guest tables, were special miniature electric-lighted Christmas trees which later in the program contributed to the surprise element of the entire program.

As the guests entered the Wedgewood Room a corps of affable ushers helped with the seating, and each guest was presented with a neat portfolio of news releases and all details about the event and its purpose.

After the guests were seated and had an opportunity to examine the novelty Christmas menus which informed them that they were about to partake of a genuine old-fashioned Christmas dinner, including eggnogs mixed with the Waldorf's best liquor, specially grown turkeys from Connecticut, and flaming plum pudding, the honor guests paraded to the head table to the tune of "Jingle Bells."

To insure a smooth coordination of

guiding the dignitaries to their places at the head table, an honor guest reception had been held prior to the din-

Once the dinner was under way and a general atmosphere of good fellowship and Christmas jollity over eggnogs became more evident, those in attendance found that there was more surprise in store for them. Before the dinner had proceeded very far Danny O'Neill, well known radio singer, was introduced. After a brief presentation of popular Christmas songs, such as "White Christmas," the guests were entertained with full orchestra music while they enjoyed their dinner.

When time came for dessert the lights were dimmed and the orchestra struck up "Parade of the Wooden Soldiers," while the Wedgewood Room waiters entered, each bearing a flaming plum pudding on a silver platter. The blue flames of the puddings prompted many an "Ah" and an "Oh." After that the speakers were introduced and the program proceeded. As a special human interest feature, a veteran soldier, sailor, and marine from nearby hospitals were invited to appear before the assemblage to tell about the receipt of Christmas mail at the fighting fronts.

Shortly before the honor guests spoke, however, guests were informed that arrangements had been made so that one person at each table would be the recipient of the miniature Christmas tree serving as the centerpiece and that a drawing would be made at the close of the program to determine the winners at each table. This procedure served two purposes: It added a nov-

elty touch, and it guarded against any one leaving before the program was concluded.

Results from "Christmas in July," Mr. Shannon says, were compiled in three categories: (1) direct publicity; (2) supplementary publicity extending through the over-seas Christmas mailing period; (3) good-will.

Direct publicity was far-reaching and immediate. Nationally, a report of the dinner was picked up by the wire services and thus given wide coverage throughout the country. This in turn resulted in wide newspaper coverage on the Overseas Christmas Mail Campaign and the "Christmas in July" event.

In compiling the supplementary and continued publicity, it was found that coverage of the event and the mail campaign itself branched out into dozens of different channels. As evidence of this, in the period between the holding of the dinner in July and December 8, collating and mounting of thousands of clippings and radio coverage reports produced a display of over 200 thirty- by forty-inch panels.

While considerable good-will and favorable reaction automatically resulted, more good-will was won by the way photography was handled. Extensive coverage of the individual guest tables and the head tables resulted in a wide variety of excellent pictures. Extra prints were ordered and sent to those who appeared in them, together with a letter expressing the appreciation of The Greeting Card Industry for their interest and partici-

pation. The letter also suggested that if the recipient cared to have additional prints, they would be promptly sent. This gesture brought forth a very worth while number of letters expressing high praise of the event.

#### Cards on the Table

La Valle, women's shoe manufacturer, a month or so ago entertained the press at a very different—and very successful—luncheon in the upstairs Barbary Room at the Hotel Berkshire, New York City.

Plans for the luncheon were drawn up by Abbott Kimball Co., La Valle's advertising agency, under the direction of Martha Percilla. The idea was to "put the cards on the table" with the press and discuss shoes and shoe news in general. No releases were distributed; in fact, a point was made by not asking for any space or publicity in connection with the luncheon.

"We felt it had been such a long time since shoes and shoe news could be discussed freely because of rationing and that it was high time the shoe press and Mr. La Valle met together and renewed their acquantance," Miss Percilla points out.

The La Valle luncheon was kept informal, with cocktails served in the lounge outside the private dining room before the guests were seated.

The guests were greeted at the door by a young lady graciously holding a tray of corsages made up in individual colors and styles. Each woman member of the press was invited to select her favorite flowers or the color most suit-

THE STAGE IS SET: While Santa Claus nodded approval on menu covers, Army, Navy and Post Office officials signalized the opening of the Overseas Christmas Mail Campaign for 1945 at the unveiling of the official poster, feature event at The Greeting Card Industry's annual "Christmas in July" dinner at the Waldorf-Astoria.



ed to her particular costume. Carnations were given to the men guests. This flower gesture proved to be a cordial topic of conversation and an excellent way for the guests to become acquainted with each other.

"One effort we made," Miss Per-cilla says, "was to get the guests out and back to their offices within a reasonable length of time. We feel that many a luncheon is a failure because it is too lengthy. We made a few brief remarks to the effect that La Valle wanted to lay the cards on the table with the press, pointing out that the business of the press was to find fashion news in the shoe field, and La Valle's business was to make fashion news in the shoe field. We assured the editors that they could feel free to come to La Valle to work out fashion ideas. In short, we assured them that La Valle was as anxious to make shoe news as it was to make shoes successfully. So many members of the press had been asking interesting questions up to the time of the luncheon that we decided to throw the luncheon open to questions from the floor and let Mr. La Valle answer them."

In connection with the "cards on

In connection with the "cards on the table" idea, a deck of playing cards was used for place cards. The editors, Miss Percilla reports, appreciated the direct approach very much—

also the time element.

#### "All the World's a Stage"

"Speaking of public relations, recent history has proved the weight of Shakespeare's words: 'All the World's a stage.' Publicity is, after all, a matter of showmanship—but the showmanship of today is as far departed from a Ringling Brothers side-show as an old crystal radio set is from frequency modulation. No matter how you spell it, publicity is showmanship, and the only concern of the publicist is that it be a smash, knock-down hit. That also—getting down to brass tacks—should be the only concern of any company with something to sell."

Those are the words of publicity-wise Billie Gould, whose clients range all the way from perfume to research engineering laboratory, Bituminous Coal Institute. She believes that today a manufacturer's job is not merely a matter of turning out the best product of which he is capable. He must go one step farther, she insists, and present his product to the public in its most favorable light, and the buying public must know about it—must be interested in it. "The more crowded the market becomes with new wares, the more challenging becomes the problem of presentation."

Billie Gould is a specialist on the

subject of consumer interest and how best to capture it. Years of experience have taught her that it requires a delicate balance between good sense and a flair for the dramatic, between realism and a sense that the world is mad. Coordination and drive are the watchwords of her technique.

"A year's campaign," she says, "requires a focal point from which to shoot out into all media, and the best way to spotlight a publicity campaign is through a show. "A dramatic presentation of whatever has to be sold—be it fish hooks or insurance—gives a chance to present a company and its products before its own particular buying market. It also serves to bring together representatives of the entire press, radio, movie, class and mass publications world."

Notable characteristic of the Gould

Notable characteristic of the Gould technique is the method of carrying through a single main theme from its inception to the very end of the campaign. Beginning with preliminary press notices and invitations, the theme is carried through the actual production and staging of the show, through releases, photographs, and the entire

follow-up.

**Packaged Publicity** 

Billie Gould, Inc.—whose staff, by the way, has the distinction of being "manned" entirely by women—is one of the firms that has been instrumental in proving that advertising and public relations each have distinct functions—and that instead of competing with each other, they can work side by side to the greater benefit of the client. It is toward this end that many Gould assignments are packaged publicity jobs done for advertising agencies. When this is done, the entire advertising and publicity campaign are coordinated into one "big push."

Further advances in the art of co-

Further advances in the art of coordination (although along a slightly different line) is the Gould way of working in more than one client on every show staged. Outstanding example of this was the "reciprocal trade" agreement between Bernside Mills, manufacturers of Togeroy, and the Para Ti Corp., producers of a new South American perfume called

"Tuya."

In a large show for Bernside presented on V-J Day at the Waldorf-Astoria (in which 30 different manufacturers in all branches of clothing and house furnishings showed what they could do with the fabric Togeroy, the "Tuva Bride," dressed in a bridal gown of white Togeroy and wearing a crown of Tuya orchids, was the highlight of the fashion show. Tuya thus received the highest individual point of interest in the show, as well

as publicity, commentary and program credit. In return, Tuya gave Bernside a full-page advertisement on the Tuya Bride with credit to Bernside and Togeroy, and the advertisement appeared in all top fashion publications. As a follow-up, when Gould did a show for Tuya three months later, she again spotlighted the same Tuya Bride, this time with credit to Bernside Mills. This was done despite the fact that the entire Tuya show was tied-in with another large fabric house, Onandaga Silk Mills.

For some clients Billie Gould thinks up new ideas for their products; for others, new ways of promoting their products. To publicize them she provides editors with both news and memorable entertainment—and the press responds enthusiastically. Lists are carefully followed up to make sure that appropriate material for each editor's needs has been provided.

#### "You Men Are So Stupeed!"

And then there's Lilly Daché. The tremendous success of Lilly Daché hair nets and snoods, selling by the millions today, in large part is the result of smart craftsmanship in work-

ing with the press.

Some seven years ago Madame Daché challenged manufacturers with this: "You men as so *stupeed!* Why not glamorize hair nets just like anything else?" But her challenge went unheeded then. It took a war to crash the gates of fashion with hair nets. Before the war hair nets were invisible. They were worn in the majority of cases by waitresses to keep patrons of restaurants from becoming panicky at the sight of a loose hair in the soup.

Now because of a shortage of human hair (from which the unseen variety of hair net was made) hair nets are made of discernable mesh. Madame Daché grabbed her chance again—and presented a challenging merchandising opportunity to Weco Products Co. Not only did she present a challenge to Weco—she barged right in and invented a way to manufacture hair nets and snoods. "Why not trick them out in colors that will dramatize their visibility and lift nets and snoods up to the level of costume accessories?"

No sooner said than done. And here's where smart craftsmanship in dealing with the press comes in. The Dress Institute was having its annual Press Week in January, 1944. Fashion editors from all over the country were in New York City—even weekly newspapers from little towns sent their representatives. There were literally thousands of them trekking to New York. Daché capitalized on this great



CURRENT EVENTS TIE-INS: When Sixth Avenue changed its name recently, Constance Joannes was crowned Miss Avenue of the Americas by Frederick Hasler, president, Pan American Society, at the Pan American "Tuya" perfume party staged by Billie Gould, Inc., at the Waldorf-Astoria for the Pari Ti Corporation.

event. An elaborate cocktail party for the press was planned under the direction of Alice Dowd, fashion publicity expert for J. Walter Thompson.

For the party the Basildon Room at the Waldorf-Astoria was chosen. Out from the wall shadow picture frames were built. In each frame posed a model wearing a mesh hair net or snood—in Chinese red, Chinese green, tiger-lily pink, violet, turquoise—all designed to match a variety of moods and different hours of the day.

#### Tidings to the Hinterlands

A tribute to the genius of Lilly Daché was made by the president of Weco Products, company that fabricates the Daché nets and snoods. And Daché, in turn, paid tribute to the Weco president. That was all the talk there was—outside of the "buzz-buzz" of the fashion editors. Then as a parting gesture, each guest was given six Daché creations for her very own—and with that she departed to spread the mesh net and snood tidings to the hinterlands. Fashion editors were wearing them for months afterwards.

Weco didn't stop there. The fashion editors started the hair net and snood fashion-but there was a follow-up job to do. Soon after dis-tribution got under way, J. Walter Thompson's Alice Dowd and her staff hopped across country, visiting key stores, helping them to set up Daché hair net and snood departments, plan promotions and tie them in with editorial fashion news in local magazines and newspapers, and cooperative ad-The result? Mass provertising. duction, with distribution in department stores and drug stores throughout the land. Literally millions are being sold today. Fashion editors really have something to write about.

Shell Oil Co., Inc., does a neat job

for the press at its parties. When the company was ready to unveil its model "Service Station of Tomorrow," top writers on newspapers, consumer magazines, and business publications, together with radio commentators, were invited by special invitation to meet at 10:00 A.M. on October 11, in a special room at the top of Rockefeller Plaza, New York City.

It was a cold, crisp morning-and 10:00 A.M. was early for the press to start pushing pencils. When the guests arrived—there right in front of them was a long table piled high with real honest-to-goodness home-made doughnuts and cups of steaming coffee. No—the guests didn't have to stand, awkwardly holding a cup of coffee in one hand and a doughnut in the other. Shell executives greeted them warmly and escorted them to chairs and tables which had been provided for informal visits over the coffee cups. When everybody had been introduced to everybody else, Shell executives explained the purpose of the meeting.

#### Surprise after Surprise

After that the guests were taken down to Fiftieth Street where a fleet of automobiles was awaiting them to drive them to the Shell model station in the Greenpoint section of Brooklyn. There members of the press inspected new lubricating equipment, saw a new gasoline pump in action, and discovered how a host of new, merchandise items will be sold at the service station of tomorrow.

Everything went like clockwork it was so well organized. All talks were short—but with a lot of news in them. During the inspection, guests were told that Shell photographers were present and that they would be happy to take any special photographs.

And then another surprise. Guests

were driven to the Waldorf-Astoria where, on the balcony just outside the Wedgewood Room, cocktails were served and guests gathered in little informal groups. Still another surprise-dinner was served later in the Wedgewood Room. At each place at the tables was a neat manuscript folder carrying a detailed news release on the model service station, copies of the remarks made by Shell executives before starting to the station, and full copies of all after-dinner talks made by Shell executives. In the back of the folder was a pocket which held a half dozen or more photographs to use for illustrative material. In addition, there were a number of blank pages for extra notes, and a pencil in case a guest forgot his own.

#### Organization Will Do It

A party such as Shell planned isn't likely to be forgotten. When it was all over the concensus was that it was one of the most interesting of the year. Nothing was left to the imagination, and editors had an easy time meeting the deadlines.

These are but a few of the outstanding press events of 1945. They have been selected for comment because each demonstrates in its own way the need for good organization in planning press events, and the very definite desirability of injecting enough elements of showmanship to keep such affairs from talking them-selves to death. To register in the hit column, they require a sound news sense, a flair for handling people congenially in crowds, and plenty of time for preparation. Opportunities for constructive contacts with the press and the radio are potentially too important to be bungled, for in them industry has won one of its most valuable public relations tool.

### Formfit Helps Corset Retailers Find Way to Greater Profits

An unselfish fact-finding research project in which 800 stores pool operating data and sales experience, is guiding all contributing members toward greater efficiency in the merchandising of foundation garments. Herewith a report of some of the early findings.

ORE than 800 department and specialty stores, coast to coast, including many of the biggest and best, are now cooperating in continuing fact finding research which is being carried on by the Formfit Institute, set up more than two years ago to serve corset retailers. It is sponsored by the Formfit Co., Chicago. After more than a year and a half of preliminary study and analysis, with the aid of 72 stores, the program was formally launched last July.

The avowed pupose of the research is to obtain impartial facts, of value to the entire industry and retail stores both large and small. Approximately 10% of the present membership of 800 are not Formfit customers. Included among these non-customers, are some of the large mail order

#### "More Facts-More Sales"

To assure the necessary frank interchange of confidential data, all facts and information gathered are processed and released by the Russell W. Allen Co., New York City, a nationally known business engineering firm which has specialized in the field of retail merchandising for more than 15 years. All store names are coded to guarantee secrecy. The Institute's slogan is, "More facts—more sales." The facts revealed are open to all cooperating members.

One of the most recent discoveries through this research is that only about 50% of all purchasers of brassieres, when they enter the store, know the size, style and brand they desire. About 25% know their size. The remaining 25% literally "don't know anything" that will be of assistance to the saleswoman in helping to speed up the sale. They come in, one might say, with blank minds.

Translated into selling costs, according to the Institute's statisticians, these facts boil down to this:

The 50% who have the main required facts in hand are processed and sold at a selling cost of only 2.1% of the purchase price; those who know

their size, at 2.7%; those who require complete service, at 11.3%. The whole department averages 6.5%.

The problem of the sales person, based on these findings, is to so sell the customer that the next time she comes in she will remember her size, which helps some—but of more importance, to fix in her mind the style and brand she will want. This moves her automatically into a lower sales cost bracket. Properly handled, it means more future profit for the department.

#### Study Public Demand

The Institute, following out this general line of reasoning, has made studies of the most wanted styles and sizes, worked out the findings in percentages, and made them available to the departments. Carrying this a step further, the Formfit Institute has devised special store fixtures to expose to view the most wanted numbers and sizes; also, special packages with the sizes emphasized in a manner aimed to imprint them on the buyer's memory.

Tests were made and an amazing thing happened:

1. Selling costs went down.

2. Returns went down.

3. Sales per square foot went up beyond anything in history.

(Early testing indicates that it is possible to do \$100,000 worth of business in 30 square feet of space.)

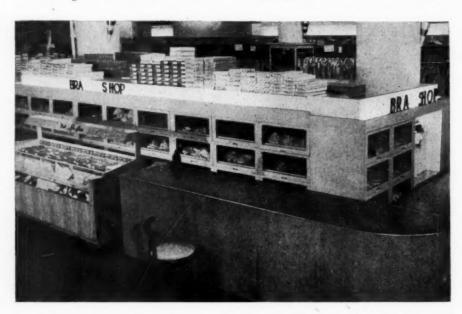
In the past it had been the ordinary practice of Formfit to pack three brassieres in a package. This meant rewrapping after each sale. The new package, now tested out, means that each "bra" is packaged separately at the factory. The package is imprinted with the size and whatever else is intended to be impressed on the buyer's mind.

#### **Lower Selling Costs**

Not only have sales increased, but the product is delivered in better condition and the woman does remember better just what she got—which means lower costs for future sales.

Cooperating stores all over the country, in addition to receiving the bulletins, are entitled to lay their individual problems before the Institute. They can receive help in department location in the store, on layout and operating problems of all kinds. Managers, merchandise managers, store architects, personnel directors, and buyers may all submit their problems. If considered important enough, special research will be undertaken to find the answer. Scores of retailers have already taken advantage of this service.

In all studies made the Institute con-

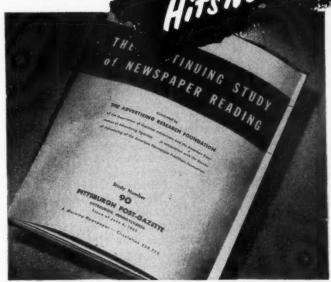


UPLIFT DEPARTMENT: Brassieres sell best in open, semi-self-service displays. It's easy to promote style and established brand names with the aid of this modern fixture.

Pittsburgh Post-Gozette

Pitts New Highs in Reader Traffic

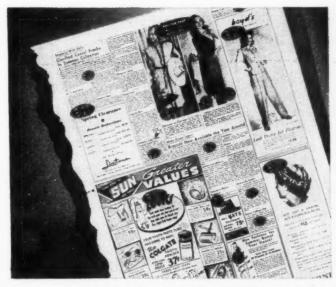
Hits New Highs in Reader Traffic



New highs in Reader Traffic—that's the Post-Gazette's outstanding score in the Advertising Research Foundation's recent "Continuing Study".



Post-Gazette General News Pages rated exceptionally high, being read by 9% more men, 12% more women than the average of 89 preceding studies.



A greater percentage of women—16% more than average—read the Post-Gazette's Women's Page.



Post-Gazette Sports Pages rang the bell, too—with 6% greater men's readership than the average.

Said the Advertising Research Foundation-

"... over-all reading of advertising that bids for top place among all studies to date."

REPRESENTED NATIONALLY BY PAUL BLOCK AND ASSOCIATES



#### FOR 20,000 BUYERS

More than one-fourth of PACIFIC MOTOR BOAT's subscribers wrote in to the Editor this year to describe the "Dream Boat" they plan to have soon after the war.

Their desires as to size, type, price and power are tabulated in PACIFIC MOTOR BOAT's "Postwar Boat Survey," a copy of which is yours for the asking.

#### PACIFIC MOTOR BORT

71 COLUMBIA STREET
SEATTLE 4, WASHINGTON
VANCOUVER PORTLAND
AN FRANCISCO LOS ANGELES

A MILLER FREEMAN PUBLICATION

## Richer than the Nile!

That's East Idaho's
great Snake River
Irrigated Empire

Here Is Effective

Buying Income of \$58,967.000

... And you can reach its families through

The Post-Register
Idaho Falls, Idaho

Represented Nationally by

WARD-GRIFFITH CO.

NEW YORK - CHICAGO DETROIT - SAN FRANCISCO sistently keeps its eye on the net dollar profit. Its research has shown, after thousands of transactions in many stores, that all corsets should be fitted. In one group of 2,000 sales it was learned that if the garments were not fitted the returns were 12.4%; if fitted, only 2%. Eighty per cent of the foundations returned were by 22% of the customers who were not fitted.

Profits rise in direct ratio to the decrease in the percentage of returns and so the Institute is making a continuous study of methods to cure the evil and is working out a routine for salespeople which impresses the customer with the need of fittings. They are told that customer satisfaction is the point at stake, an argument that none can deny.

#### Market Analyses Used

The Formfit Institute puts special emphasis on sales training. It points out that skill is required and that personal selling plays a big part in the success of a department. It suggests methods to be employed to get results; the type of sales person to employ.

the type of sales person to employ.

It has prepared market figures and analyses covering 177 individual markets, and periodically will bring these up to date. Boiled down, such facts on one market may run like this:

1. The population of the Pittsburgh ABC trading area is 1,089,345.

2. The number of women of corset age is 370,377.

3. The number of corset item wearers is 351,858.

4. Their average \$ corset purchases per year, \$4.93.

5. The 1940 corset item sales in your area, \$1,734,000.

6. Your 1940 corset item sales were

In main	depar	tment		
% 0	8	area		
Basem	ent	-	-	-
Notio	ns	_		-
Knit	underwe	ear -		_
Your 9	6 of	the i	market	wa

8. Estimated increase in 1946

9. Your planned volume -

One typical bulletin breaks down the average net profit percentage in stores of all sizes, five classifications according to dollar volume, and shows in graph form that the net profit percentage in the corset department leads all other departments. For example, it is 8% higher than the average of all other departments. In 1941 the corset departments accounted for only 1.7% of store volume but contributed 4.13% of their profits.

The purpose of such figures, it (\* Confidential figures to be filled in.)

would appear, is to convince the operator of a store of the importance of his corset department and impel him to pay more attention to building up its sales. This despite the fact that corset items sold in basement departments, notions, lingeries, knit underwear, etc., figure importantly in the stores' total volume sales.

One of the strange and unexplainable discoveries unearthed by the Institute's research is the fact that 87% of the corset departments in the large department stores are more or less hidden, "stuck away in poor traffic locations," in spite of their prime importance in profit volume; that they perform very poorly in the matter of related selling, which means selling the "bra" customer a girdle, etc. This works, of course to the advantage of the small street-front corset shop where the women do not have to practice "search and find."

The Formfit Institute is the brain child of Walter H. Lowy, vice-president and advertising manager of the Formfit company. Commenting upon what it has accomplished to date, he

#### Aim: Increased Service

"We have, through the Institute, unearthed an amazing amount of extremely important facts which will help the entire industry. We believe that what helps the industry helps us. Our aim is to go to basic sources, dig into the facts, come up with profitmaking ideas, develop sound suggestions and recommendations, and, all working together, produce sounder methods and better profits.

"We want to give the women of the Nation better service, more satisfaction; to make their buying problems easier. If we can show them how to reduce their returned garments, for example, we shall save them a world of time and trouble, as well as save our member stores' expense. We hope that many more retailers, both large and small, become members. There is no financial cost, only their willingness to cooperate. Members may or may not be Formfit accounts. What we are doing is for the good of all."



## What you should know about our big new radio show

It's "Celebrity Club"!

A half-hour show, "Continental Celebrity Club" has everything top-notch a famous songstress, a top-notch a famous songstress, a top-notch comedian, genial host John Daly, a galaxy of guest stars, Ray Block and his orchestra, and a stirring dramatization of "the story behind the star." It's big-time!

## Millions Listen!

Rating reports tell us millions rating reports tell us millions of folks tuned in every week last year to our "Report to the Nation." Our exciting new show ton." Our exciting new show on at the compatible of the compatible o to become even more popular!

## Folks Love It!

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"Wonderful!" "Exciting!" "Enterwondertui: Exclung: Enter-taining!", say the fan letters that pour into Continental's offices daily. And remember a friend of ours is a friend of yours!



Coast to Coast!

147 stations on the Columbia Broadcasting 147 stations on the Columbia Broadcasting Company's far-flung national network. Reaches into every nook and cranny of the great mass market that is America.

## Famous Celebrities!

Stars of stage, screen and radio, as well as colorful, prominent personalities from other walks of life, are pig reason why Continental Celebrity Club draws so many listeners!

## Sells for You!

Hard-selling (but easy to listento) commercials tell the Amerito) commercials tell the American buying public the value of your products. It's your show as much as ours!



The only can company on the air

Continental's big radio show is doing a big job for you. Keep your eye on Continental and on our Triple C-the trade mark that stands for the best in quality, best in service.

Tune in!

#### "CONTINENTAL CELEBRITY CLUB"

(SAT. AT 10:15 EST OVER CBS) It's for you!

CONTINENTAL



CAN COMPANY

100 East 42nd Street, New York 17, New York

### This Little Business Grew on Craftsmanship, Design & Sales Sense

The costume jewelry creations of Charles Buick and Alice Johnson are moving briskly across the counters of many of the snootiest retail outlets in the country. There's an interesting story behind the two talented people who started the business on a shoestring.

which blazed a new path to women's hearts about 23 years ago. He had a hand in perfecting the high and regal aluminum comb that made ladies of fashion so glamorous a few years later. From aluminum combs he ventured into the field of novelty jewelry, creating delightful surprises out of Britannia metal which in more recent years has been mixed with antimony to become what is now called white metal. After that he lent his artistic fingers to create the revolutionary one-dollar jewelry which started the trend toward the present-day costume jewelry.

But . . . all the time Charles Buick

But . . . all the time Charles Buick was creating and perfecting for others, there was always that longing to be-



OES small business have a future in the post-war competitive struggle? Can the veteran look forward with confidence to the establishment of a business of his own?

These are important questions which are being asked on all sides today and they are worthy of consideration. For an affirmative answer, the Charles Buick Co. is a good working example of what can be done with ideas, ambition, and small capital. Its story is not one of success through sheer luck; it is one of good management and intelligent merchandising, and a willingness to adapt itself to changing conditions, cater to special needs, and to experiment on a small scale.

Charles Buick, recognized as one of the most skilled craftsmen in the jewelry field, and one of the few artists in the country who cuts out jewelry designs with the jigsaw, decided seven years ago to go into business for himself and to eventually revive what is closer to his heart than almost anything else—the art of the jigsaw.

Born in New York City, Mr. Buick says he's been in the jewelry business "all my life." He helped to create the aluminum and rhinestone jewelry EXPERTS: (top) No piece of jewelry is allowed to leave the factory without approval of Charles Buick and Alice Johnson.

SUNBURST (center): Alice Johnson's newest design can be worn almost any way—on scarf, hat, shoulder, snapped onto necklace.

GOTHIC SPLENDOR (r.), one of a number of pins designed by Buick for B. H. Wragge, exclusive ready-to-wear manufacturer. It will be shown with Wragge's Gothic Manuscript print.



## ADS ARE MORE CONVINCING IN GOOD HOUSEKEEPING!



Your product, when it is advertised in Good Housekeeping, has two reputations to recommend it—yours and ours.

And ours is a valuable plus for yours. For the confidence women have in the integrity of Good Housekeeping extends to the advertisements in it. Thus each advertisement has greater conviction here than it could have anywhere else.

And there is no need to tell you that the power of conviction is a major force in making sales. Women know . .



we give this seal to no one—the product that has it, earns it.

of er. ed atatars bear rd



BY-PRODUCTS: Guide patterns for Buick jewelry are cut in plywood. Mrs. Johnson experimented with old ones and found they could be used for home accessories, such as this screen.

come his own boss and to create for himself. He finally took the step, rented a small space (3' x 6'), set up his beloved jigsaw (over a hundred years old) and ventured forth for himself. He started with making silhouettes of George Washington. They sold—but from the very day he opened his own business he clung to the idea that jigsaw jewelry could find a profitable market in the better stores throughout the country.

#### "Somewhat Like Diogenes"

A year after he opened his own business, along came Mrs. Alice Johnson, talented designer who dreams up pace-setters for many top fashions. As she puts it: "I was somewhat like Diogenes out with a lantern looking for an honest man who could appreciate my designs, want to execute them, and see that I got my just rewards." A friend had told her that there was one man in the country who was craftsman enough to appreciate her talents—and that man was Charles Buick.

A partnership was formed straightway. The capital? Six hundred dollars and a few debts thrown in. Today, six years later, the Buick Co. brings in a tidy \$125,000 business a year—debt free.

The partnership is a rare one. To Mr. Buick with his fine appreciation of design (and he is a designer, too), and craftsmanship, Mrs. Johnson has brought a rich background in merchandising. Her experience embraces not

only outstanding designing, but a number of years of styling at Macy's and Lord & Taylor, and five years teaching creative merchandising at New York University. After that she spent two years in China, studying Chinese arts and crafts. It was there, she says, that she was inspired to design jewelry. So when she returned to the States she settled for a time in California where she became interested in designing jewelry made of wood, so popular in all the stores throughout the country. And then she chanced upon Mr. Buick . . .

But those were difficult years to start a business-it was not all easy going for the Buick Co. Came Pearl Harbor, then white metal restrictions. Skilled workers were at a premium. Sales which started so well in the beginning had to be limited because of the shortage of metal and manpower. But the Buick Co. hung on, using to advantage what metal was availableturning it into perfect pieces of jewelry and satisfactorily filling what orders they could. Many stores, of course, had to wait, but during all that time Mr. Buick and Mrs. Johnson kept their good faith and planned for the day when a few of the restrictions would be lifted.

For designs Mrs. Johnson is inspired by nature. She has a little house in deep country out Long Island way. All around her, she says, are nature's designs to draw from. In the current Buick line there are carrot-leaf and celery-leaf pins and earrings, thistles, frogs (with hand-made warts on them), mountain laurel, chickens, fat little fishes, dogs, birds, squirrels, and many other fascinating designs. One of the newest designs right now is a sunburst which milady can wear almost any way she chooses—on a scarf, on her hat, on her shoulder—or, it can be snapped onto a necklace. The design for "Herman," one of Buick's best sellers, was doodled on a scratch-pad while Mrs. Johnson was telephoning one day.

Buick pins retail from \$5 on up to \$30; earrings from \$3.50 up to \$14. They are sold in key stores in major selling centers throughout the country—stores such as Nieman-Marcus, Dallas; Bullock's Wilshire, Los Angeles; Bonwit Teller and Lord & Taylor, New York City; Garfinckel's, Washington, D. C.; L. L. Berger, Buffalo. Every day sees them becoming more and more popular in all the better stores.

In addition to jewelry, Mrs. Johnson has designed scarfs to harmonize with Buick jewelry. Many stores are showing them in promotions featuring the jewelry. Each scarf is rolled, not folded, and wrapped in specially-designed paper.

#### Exclusive for B. H. Wragge

And just recently one of the most exclusive ready-to-wear manufacturers in the country, B. H. Wragge, arranged with Buick to design and create exclusively for that house a number of pieces of jewelry which will be shown with the B. H. Wragge spring collection. One outstanding piece is what Alice Johnson calls the "Jungle Goat." This is designed to be worn with B. H. Wragge's exclusive Saracen print. Another piece she designed to be worn with the B. H. Wragge Manuscript Print (Gothic letters of the alphabet). Added to these there are any number of little Aztec animalsmonkeys, rabbits, deer, lizards, rams, jaguars, eagles, and crocodiles-which will be shown in B. H. Wragge promotions in all the key stores throughout the country this spring.

Each piece of Buick jewelry is finished as near perfect as it possibly can be. No piece is allowed to leave the factory without the expert approval of Mr. Buick and Mrs. Johnson. And all the work in the factory is done on the old guild idea. Each craftsman has a definite job to do, and each craftsman is highly proficient in his specialty-be it polishing, shaping, jigsawing, or what. Instead of workers passing from one operation to another, no time is wasted, and skills are fully utilized continuously. This way of operating, Mr. Buick points out, saves thousands of dollars in operating ex-



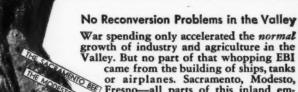
Don't miss California's

## BILLION DOLLAR VALLEY OF THE BEES

WOULD YOU knowingly pass up a market that ranks as the "sixth city of the U.S."? That's the spot earned by California's great Valley of the Bees . . . where Effective Buying Income has skyrocketed to 1¾ billions!

Per capital retail sales top the national average by 34%... in actual dollars, exceed San Francisco's total by 300 million. Four of the country's five wealthiest farm counties are in the Valley of the Bees. Yet manufacturing and wholesaling each contributes a great share of that 1¾ billion EBL.\*

Notice on the map at the right where this affluent area lies—well inland in California. So prosperous Valley people have great faith in their local papers. That's why advertising dollars shrewdly planted in the Mc-Clatchy newspapers grow bigger results. In the Billion Dollar Valley of the Bees, you talk to more people through The Sacramento Bee, The Modesto Bee, The Fresno Bee.



or airplanes. Sacramento, Modesto, Fresno—all parts of this inland empire—prosper on the goods of peace. And in this flourishing region, only the McClatchy newspapers can deliver the coverage you need.

\*Sales Management's 1945 Copyrighted Survey



National representatives...O'MARA & ORMSBEE, INC.

New York • Los Angeles • Detroit • Chicago • San Francisco



## These are America's Favorite brands of Tuna!

Advertising did more than increase the demand for these brands—it changed tuna from a high priced specialty to a staple within reach of every income. It multiplied the industry's tuna sales by 600% and sold more for Van Camp than all other comparable brands combined.

It has been our privilege to create the advertising of Chicken of the Sea Brand and White Star Tuna ever since its inception in 1921—and we have grown with our client as the advertising grew from a territorial campaign to nationwide proportions.

We seek other clients who will permit us to grow with them. The initial appropriation is less important to us than the eventual opportunity.

BRISACHER, VAN NORDEN
& STAFF

ADVERTISING ENGINEERS
ESTABLISHED 1919

MAIN OFFICES
San Francisco • Los Angeles • New York
RADIO HEADQUARTERS
Hollywood
SERVICE OFFICES
Portland • Seattle • Chicago • London, England

penses. From just Mr. Buick and one worker, the staff has now increased to 16 skilled craftsmen.

Right now Mrs. Johnson is sales manager, sales force, merchandise and promotion manager, as well as designer. She hops across country, calling on stores, finds out what they want in the way of designs, works with them on promotions, prepares advertising copy, and builds good-will wherever she goes.

And Mr. Buick at this end is always on the alert to improve designs, operations, and everything he can lay his hands on. He is also an inventor, having to his credit a very successful earring clip and a necklace clasp. Just recently he even thought up an automatic ornament polisher while traveling to and from work.

while traveling to and from work.

At present Buick is making sterling silver jewelry with either a gold or a silver finish. But as soon as brass is available again, Mr. Buick has a formula for treating it to look more like 14 karat finish than any other metal used so far.

#### By-Products, Too

Nor do the Buick ideas stop there. The guide pattern for all jewelry is always cut in plywood. One plywood pattern is used with every six sheets of metal to hold the metal in place while being cut by the jigsaw. Instead of discarding old plywood patterns, Mrs. Johnson experimented with them and found that they could be used for designing lamp bases, screens, book-ends, and many other accessories for the home. She even took them to a number of veteran hospitals and interested wounded veterans in making useful things from them.

As a result of Mrs. Johnson's experimentation in this field, a community guild project is now under way at Dix Hill, Huntington, L. I. Beauty in craftsmanship is the aim, and the workers will be local community small businessmen and women, and others, who are interested in craftsmanship. A new building where work will be done will be completed about March 1.

Henner Agnew is the owner and the manager. Hugh Bennett, veteran just returned from service, who is an authority on paints and lacquers, will act in an advisory capacity. Charles Buick will advise on craftsmanship, and Mrs. Johnson on design.

In the face of wartime difficulties and problems which still stand in the way, Buick has thrived and grown. It's the ability to experiment, to adapt itself, and to change which makes any small business so important in the economy as a whole. It can well be the large business of tomorrow.

### Washer Maker Pre-Sells '46 Output Before Factory Turns a Wheel



TIL THE REAL McCoy Is READY: Jacobs has been pre-selling distributors with this life-size replica. It will be a dealer display, releasing a washer for consumer sale.

Crashing the home appliance field in a big way with a new "Launderall," F. L. Jacobs Co., Detroit auto parts maker, sets its sights high. It proves easy to line up experienced distributors with an album presentation to tell the market story in words and pictures.

BY D. G. BAIRD

NEWCOMER to the home appliance field, the F. L. Jacobs Co., Detroit auto parts manufacturer since 1911, has taken signed orders for approximately 200,000 "Launderall" automatic home laundries, its entire estimated 1946 output.

In capturing this big chunk of the U. S. washer market for 1946 Jacobs has completed its bulk sales job well in advance of production, which is scheduled for early this year at the former International—Detrola plant at

Indianapolis.

The Launderall, developed after eight years research, will be marketed through 56 exclusive distributors and 5,000 dealers, a large number of which have been franchised, in 87 territories covering the entire country. It will be followed by electric dish washers and electric garbage disposal units.

The Jacobs sales strategy is being

directed by Edward A. Ash, director of the Major Appliance Division and Robert H. Roden, sales manager for Launderall. Both men were well known in the appliance field before joining Jacobs to launch the new

The estimated 1946 production of 200,000 units was allocated by counties on a combination population-purchasing power-wired homes basis before distributors were selected.

Selecting distributors proved easy. About one half of Jacobs' 56 distributors were experienced in automatic home appliance sales. Other distributors without experience were recommended by manufacturers of other appliances. Business paper advertise-ments in March for distributors pulled 2,000 applications.

In completing its pre-selling for 1946 Jacobs signed not only a purchase contract but two additional agreements with its 56 distributors. One bound the distributors to employ sales and service managers and home economists to work exclusively on Jacobs products and to send these employes to the Jacobs factory for training. In another agreement the distributors ordered their full quota of merchandising kits. The third agreement was for the distributor's allocation of Launderalls for 1946.

The album presentation Jacobs used to line up its 56 distributors will be sold to the distributors who will in turn give it to their dealers for use in making presentations to consumer

prospects.

In words and pictures the album tells the story of the Jacobs company, whose 5,000 employes turned out over \$200,000,000 worth of products during World War II in 11 plants.

#### Presenting New Features

Features of the Launderall are explained, including four which have copyrighted trade names. These are "Top-Fil-Dor," which "takes the bend out of wash days, allows a normal upright posture when putting in or removing clothes. Water does not slop out when this door is opened." The other features are Re-Verso-Rol washing action, Roto-Drier, and Hydro-Pel transmission.

The size of the washer market potential that distributors and dealers have to shoot at is shown in the Ja-

cobs presentation.

An estimated 3,242,000 washers will be bought in the first year of unrestricted production, according to the U. S. Department of Commerce. If 44.2% of the women who have indicated they prefer automatic types of washers actually do buy automatics, this means that 1,432,964 automatics will be bought. These washers would have an indicated market value of \$286,400,000.

The long range market is huge. There are 28,000,000 wired homes and three-fifths of these, or 17,600,-000 own washers. But of every 100 washers now in use, 20 are 7 to 10 years old and 20 are 11 to 14 years old. This means an indicated 5,000,-000 washers that should be replaced.

The album contains the distributordealer franchises and outlines Jacobs' advertising, promotion and merchandising plans. It is pointed out that



## DETROIT NEWS WRITERS WIN HIGH MILITARY AWARDS

The highest military citation available to a civilian was given to Russell A. Barnes of The Detroit News staff for his work while on leave to the Office of War Information. The award was made by the Allied Force Headquarters in the Mediterranean for "his outstanding work as chief of the Psychological Warfare Branch."

In making the award the War Department said that as chief of the PWB in the Mediterranean area, Barnes sat in on the highest military councils and commanded 2,000 American, British and French army men and civilians.

According to John M. Carlisle's citation, he brought to Michigan men in the foxholes, many

of them starting their fourth year overseas, direct word from home. He gave to parents, wives, sweethearts, brothers and sisters of the 32nd (Red Arrow) Division's many Michigan men a great and comforting knowledge of their loved one's role in the great struggle."

Editorial excellence of The Detroit News, particularly its thorough coverage of news close to the hearts of people in Detroit, is one of many reasons why readers prefer The News and why The News covers 63.8% of all the city's families taking any newspaper regularly — why advertisers wishing to reach the vast audience of home makers in Detroit must use The News.

### The Detroit News

THE HOME NEWSPAPER

A.B.C. Weekday Circulation, 393,632-Sunday Circulation, 403,205

Dan A. Carroll, 110 E. 42nd St., New York 17

J. E. Lucz, Tribune Tower, Chicago 11



PRACTICAL POINTS: Jacob's 5,000 dealers each have one more washer to sell when they use this life-size floor display to explain step by step all the operations of the "Launderall." It also emphasizes the machine's copyrighted trade features.

there are no used Launderall washers, hence there will not be a trade-in problem. Neither are there tie-in sales.

Advertising will be both national and local. Jacobs plans a comprehensive schedule in leading women's magazines and in magazine sections of Sunday newspapers with national circulation. Local advertising will include newspapers, outdoor advertising, listings in telephone directories (required) and spot radio where desired and agreed upon. Local advertising will be cooperative with the factory, distributors and dealers sharing the jost.

#### Provide Sales Aids

Direct mail, booklets, folders, window displays, floor displays, decalcomanias, posters, illuminated signs, and other sales helps will be provided.

The dealer merchandising kit is a complete package which is planned to supply dealers' initial needs. It includes a window display, a floor display, two posters for window or wall, two decalcomanias in two colors, 100 consumer brochures in four colors, 1000 folders in color, and a neon sign suitable for hanging in the window or along the aisles in the store.

The floor display is a demonstration unit consisting of a replica of the product, life-size cut-out figures of five people admiring it, and suitable background. The replica of the product opens to reveal a 12-page book which tells the Launderall story in many pictures and few words. This not only is an effective sales help, but it also takes the place of an actual appliance for floor display at a time when de-

mand exceeds supply, thus releasing one more Launderall for sale.

The distributor and dealer franchises both grant exclusive territorial franchises and distributors agree to handle the Launderall to the exclusion of any other automatic home laundry.

Distributors agree to send their sales manager, service manager and home economist to the factory for a training course "at any time and as often as requested by Jacobs, which course shall be furnished by Jacobs." These employes, in turn, are to train dealers' employes and to assist them in every way possible.

The factory guarantees the product for one year and distributors and dealers are required to give one year of free service on it.

No dealer franchise obtained by a distributor is valid until approved by Jacobs.

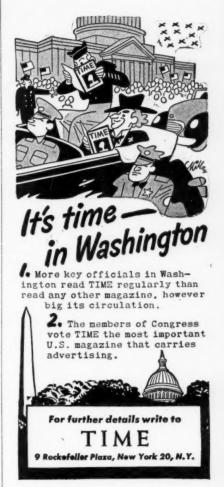
Distributors agree to accept and use Jacobs advertising material and to pursue such advertising policies as are outlined from time to time by Jacobs.

Fair trade practices must be maintained; price cutters or premium offeres will lose their franchise.

Dealers are assigned protected territories and are not permitted to sell outside their territories without permission of their distributors. Even then they must pay the distributor 20% of the retail selling price, plus installation costs.

Dealers must maintain a separate department, identified by the standard, illuminated signs, and must maintain a demonstration unit installed in the department and connected to hot and cold running water.

Dealers agree to identify their stores









MAILERS: Dealers must agree to use direct mail pieces, floor and window displays, outdoor signs, classified telephone listing.

as authorized dealers and to purchase

from their distributors and install such signs as may be designated by the factory for the purpose.

They must maintain adequate window displays of the Jacobs products. They must report their sales week-

ly to their distributors.

They are required to list their stores under the trade name, trade mark, or other name as designated by their distributors in the classified section of the local telephone directory, at their own expense.

They must install all Jacob products sold by them and must provide their customers with approved demonstration service by trained demonstrators.

Most dealers are required to carry an adequate stock of repair parts and to employ trained installation and service men. A few small dealers are exempt from these two provisions.

Distributors' sales managers are trained at the factory not only to sell through dealers, but also to assist them in training their personnel, in setting up window and floor displays, demonstrators, etc., in management planning and retail financing, in supervising their service training, policing retail controlling prices, inter-territorial penalty shipments, setting up dealer sales quotas, developing merchandising plans for dealers, and assisting dealers with the organization and promotion of sales contests, advising them on service policies, and so on.

The factory uses the slogan, "We sell through you-not just to you.

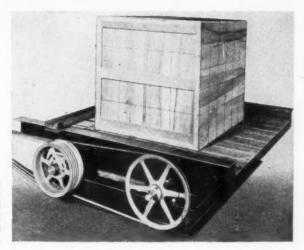
HOLYOKE, MASSACHUSETTS

NEW YORK

CHICAGO

BOSTON

SAN FRANCISCO



Tests Product or Package Strength: A new machine that is designed to reduce freight loss and damage. It shakes, bumps, and vibrates like the average freight car.

### Coming Your Way

···· wool-nylon socks for men that should outwear by six times any ordinary wool socks have been announced by Holeproof Hosiery Co. Of 65% wool, 35% nylon—the heavyweight English rib sock is "Size-Pruf" treated to stop excessive shrinkage, doesn't need to be boarded when washed. For fine dress wear the company is introducing a full-fashioned nylon sock in a wide range of the usual men's hosiery colors. This nylon sock also is to be made seamless (circular knit). A moisture-absorbing soft lisle foot and heel adds extra comfort and wear to the nylon sock.

non-inflammable insecticide, is said to be spectacularly effective against household insect pests. The formula was developed by the U. S. Department of Agriculture and, according to U. S. Public Health Service Supplement No. 183, the percentage of DDT in Aer-O-Soi is a desired entomologi-

Bug Bomb: Spells death for insects.

JANUARY 1, 1946

cal concentration that offers no health hazard if used according to instructions. Manufactured by Bridgeport Brass Co., the Aer-O-Sol Bomb will be extensively advertised in more than 50 marketing areas.

duct of L.A.B. Corp., vibrates and shakes like a freight car, even to the

pitch and toss, to test packages and products to be sure they will arrive at their destinations in good condition. One hour's test will equal a coast to coast freight trip. The table measures five feet by five feet and has a capacity of 1,000 pounds. Two eccentric shafts, one under each end of the strong table, cause the table to vibrate with a circular motion in a vertical plane, and with a displacement about the same as the maximum deflection of average freight car springs and at a frequency similar to their natural frequency. The table has a mixed motion and a pitch and toss in addition to its vertical and horizontal movements. The package or product being tested repeatedly bumps a fence secured to the table, giving it shocks similar to car bumping or train jerks. Smaller packages may be stacked or larger boxes strapped down to duplicate actual freight-car loading methods used.

can be folded so as to occupy as little space as a cigarette case in a handbag or coat pocket, is a forecast of Monsanto Chemical Co. When fabricated from war-born vinyl plastic rainwear should not weigh more than six or eight ounces per unit.





### A shopper is born

A penny to spend...all by herself...and so much to choose from! It's her first taste of the thrill that lasts a lifetime—this fascinating business of shopping.

Most women really enjoy shopping. They like to compare values and buy what looks best. Transparent packaging enables them to feast their eyes...lets them actually see what they are buying.

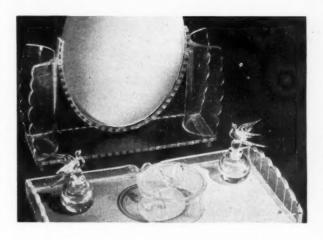
Besides providing visibility, moisture proof Du Pont Cellophane completely protects freshness and flavor... keeps products clean and appealing-at low cost.

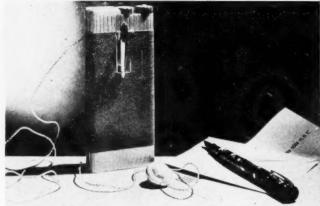


Although the present demand exceeds the supply, we hope the day is not far off when our converters and ourselves can again fill all requirements. In the meantime, you may wish our new booklet, "Help Yourself to Lower Distribution Costs." E. I. du Pont de Nemours & Co. (Inc.), Cellophane Division, Wilmington 98, Delaware.

## Cellophane Shows what it Protects - at Low Cost

BETTER THINGS FOR BETTER LIVING . . THROUGH CHEMISTRY





### DESIGNING TO SELL

(Captions read clockwise)

PLASTIC VANITY SET: Designed by Belle Kogan for Herbert J. Levy, it includes an oval mirror, tray, and powder boxes. Powder boxes have an interesting bird and butterfly motif. The ensemble is light weight and can be easily moved and cleaned.

POCKET RADIO: Compactness is made possible through development of subminiature tubes. Models are available in solid gold, sterling silver, plain and twotone metal, in morocco, pin seal, alligator, suede, and other attractive leathers.

SMOOTHIE ICE CREAM MIXER: New product of Ralmac Corp., Grand Rapids, Mich., permits the home mixing of ice cream in less than two minutes. Secret of the Smoothie is a special whip device. It is said to make a delicious frozen dessert which is free of the ice particles which are so common in home-made ice cream.

MAGNAVOX BELVEDERE: New radio-phonograph introduced by The Magnavox Co., Fort Wayne, Ind., has a cabinet of 18th Century design. Other features: two 12" Magnavox Duosonic speakers, Pianissimo pick-up, automatic record changer.

THE FOUR CUBIC FEET FRIGIDAIRE HOME FREEZER: Available to the public shortly after January 1, it is operated by the regular 1/9th horsepower Meter-Miser. The storage opening is 12 3/8" wide by 24 5/16" long by 23" deep. This model is capable of maintaining a zero or below temperature in a room of 110 degrees.









Here's the story of another well-planned study course designed to retrain men who have gone stale during the war. It includes a thorough review of the product, a dramatic brush-up on the approach and logical development of the sale, and practical briefing on important major trends in the industry.

GETTING THE REAL LOW-DOWN: One of the six parties of Institute members on a tour through the Mack foundry at New Brunswick, N. J. A factory engineer explains the fine points of core-setting. In the Institute conference room charts and enlarged photographs are extensively used.

## Mack Truck Men Put New Cutting Edge on Dull Sales Techniques

Based on an interview by Terry Armstrong with

MERRILL C. HORINE

Manager, Sales Promotion Department Mack Trucks, Inc. New York City

N a large senate-chamber-like room in Allentown, Pa., 30 men intently watch the dramatic sketch that is being enacted on the platform before them. The room is the headquarters of the Mack Sales Institute of Mack Trucks, Inc. The 30 men are known as "Institute Members." This is a representative group of Mack sales personnel and in this instance includes one assistant division manager, two district managers, 25

Mack branch salesmen and two dealers.

These institute members are winding up an intensive 20-day posting regarding Mack products, their design features, their quality and operating characteristics. They are being posted—being brought up-to-date regarding the Mack company, its magnitude, resources, organization and policies; competition, markets and trends in the trade; the back ground, industrial significance and economics of motor

transport; and modern techniques in merchandising motor trucks.

This is the final day of the seminar and the dramatic skit these institute members are watching has but three performers—a commentator, a sales prospect, and a salesman. The commentator introduces each phase of the skit and at times interrupts to accentuate a high point in the performance. In the first scene the sales prospect appears alone at his desk and goes into a soliloquy which reveals that he is in the market or should be in the market for a trucking vehicle. It is also revealed that he has set ideas of what he'd want in the way of product performance and product price.

In the following scene the salesman appears alone and the audience quick-

ly grasps the idea that it is night time and that the poor hero is in the throes of a nightmare. In this unhappy dream state he enters the prospective buyer's office. His approach is definitely not one to cause the prospect to call out the band to welcome him. So thorougly does he muff his chances and makes such a hash of his sales presentation, he loses his sale.

The final scene—and the commentator announces that it is the following morning and the salesman actually is in the prospect's office. This time the hero's procedure is the exact reverse of what it was in his nightmare. He captures the confidence—the interest—then the enthusiasm of his prospect—clinches his sale, making a happy ending to the drama.

#### **Training Innovations**

True—the idea of using skits to illustrate the "do's" and "don'ts" of selling is not entirely new to sales training programs. However, by using the nightmare to demonstrate the wrong way to sell, the institute avoids all chance of offending any particular person or persons in the audience. It is a vehicle which affords colorful dramatization of selling boners.

This dramatic skit is but one of the unusual features which distinguishes the procedure of the Mack Sales Institute from that of other sales training or refresher programs. For instance, those responsible for the institute have succeeded in giving it a definitely adult, if not professional, character; its atmosphere is as remote as possible from that of the classroom.

To help achieve this, it was decided to toss out the terminology usually applied in sales training programs. For example, in the column on the right, are the terms employed in the Mack Sales Institute:

TT.....

Lecturer

Faculty

Instructor

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Usual Terminology	Mack Terminology
School	Institute
Student	Member
Class	Term Session
Lesson Subject Lecture Tests	Conference
Examination	Discussion
Schoolroom	Institute
Advance Texts	Indoctrination
Home Study	Home Study
Lessons	Texts
Lesson Papers	Treatises

In still another practice does the institute differ from most sales training projects. Copies of the subjects of the various conferences are passed out *only* at the end of the day. In this way the attention of the at-

Keynoter

Speaker



Your advertising message can't be missed-if it's outdoors in Detroit

Six great radial thoroughfares, fed by a constant flow of traffic from the secondary streets, afford maximum and concentrated circulation.

Broad streets offer tops in visibility.

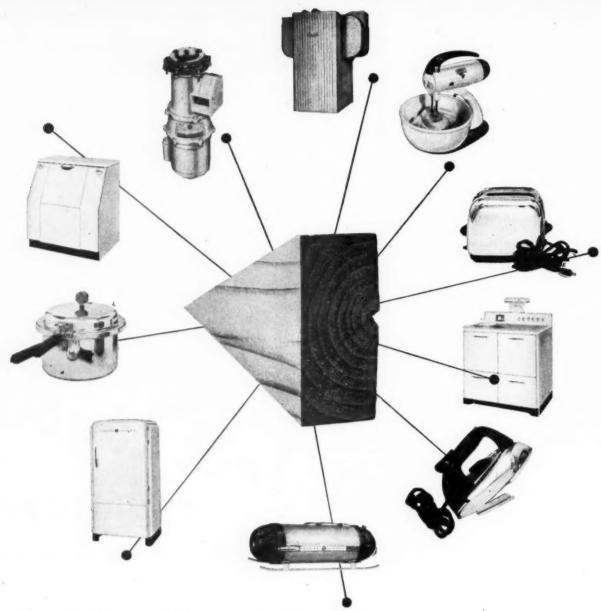
And "if you are an average Detroiter, you ordinarily travel 20 miles and spend an hour and a half a day driving to and from work. This represents approximately 10% of the hours you are awake."

IN DETROIT—
NO ADVERTISING
PROGRAM IS COMPLETE
WITHOUT OUTDOOR

★ Source — Report of Mayor's Post-War Improvement Committee

WALKER & CO.

OUTDOOR ADVERTISING
88 CUSTER AVENUE • DETROIT 2, MICHIGAN



### NO END TO INFLUENCE...

Right now the whole world is a customer in search of a product. But smart merchants know that a leveling off point will come when postwar purchasers have bought that new toaster, that new vacuum, that new washing machine. Then, once more, the product will be searching for a customer.

Tomorrow's volume sales depend on the custom-

ers you sell today. That's why House & Garden's entering-wedge readers are worth reaching. Here are established families who buy the best, who constantly replace the old with the new, who set the standard for thousands of others. No advertiser can afford to overlook the powerful influence of this top audience. It is the core of any well-rounded advertising campaign.

## House & Garden

sells America's entering-wedge market

BING THE CONDÉ NAST PUBLICATIONS INC

tendees is not divided between the subject text and the oral presentation from the platform. In this way, also, are the attendees less likely to miss any significant point that may be illustrated on one of the charts or in the photographs which are a major part in the platform presentations.

All major subjects are covered during the daytime conference. For home study only minor subjects are assigned.

Because visual presentations are widely used during each conference period, a scene shifter is kept pretty constantly on the job. Giant blow-ups of photographs, the largest of which are 30 by 60 inches, are used as well as symbolic charts to illustrate engineering or structural advances or improved merchandising techniques. Every chart and photograph bears a conspicuous identification tag so that should the speaker digress for a moment to search for or present a substantiative example the attention of the audience will still be pegged to the core of the subject discussed.

The charts, regarded as most important training tools, are printed in white on a black background. The white on black idea was adopted for the charts because it eliminated glare and afforded greater discernibility.

#### **Group Paticipates**

To effect the objectives of the institute, with the most profitable expenditure of time, each session or inspection tour follows a carefully prepared agenda, in which the time is well balanced between presentations by qualified speakers and discussions in which all members participate.

The first week is devoted exclusively to conference room work except for brief visits to view exhibits of Mack truck models and products. In all, during the 20-day seminar, the members hear, in addition to the institute staff, 24 guest speakers—all Mack executives or engineers who are thoroughly steeped in the policies and tradition of the Mack company. Monday and Thursday evenings during the period are given over to group dinners when additional speakers are heard and further discussions are held.

After the first week, conference room work is alternated with tours to the company foundry and gear works at New Brunswick, N. J., laboratories, engine plant and general service warehouse at Plainfield, N. J., and to general manufacturing and assembling plants at Allentown, Pa.

Besides the dramatic sketch, the 'road test' is one of the highlights of the last week's activities. This is when each man has a turn behind the wheel and familiarizes himself with the Mack Mono-Shift, a new de-

velopment in the truck industry.

Another feature of the final week is a tour of the Mack plant at Long Island City, N. Y., where Mack fire fighting apparatus is made and the mechanics' school is located.

The last 45 minutes of the last day of the 20-day training and refresher period is devoted to a 45-minute tour through the general offices of the company in the Empire State Building, New York City. A fitting finale is provided the 20-day seminar when the president of Mack Trucks, Inc., tenders a dinner to institute members.

#### Membership

Membership in the Mack Sales Institute is open only to Mack personnel of the Sales Division. A man must have served at least an apprenticeship period with one of the eight Mack sales divisions, or with one of the 69 Mack sales branches or with one of the 350 Mack dealers before he is eligible for enrollment. In order that all attendees may receive the maximum benefits from the institute, groups are limited to 30 per 20-day session. In the original group about half were old timers and the other half neophytes, and of the entire group many were World War II veterans.

One attendee was a young man who had seen long service in the Pacific as a bomber pilot. Upon receiving his discharge he informed his father who was a retired Mack salesman that he, too, wanted to make a career of selling trucks. He was given a trial in one of the Mack sales units and because of his outstanding aptitude he was suggested for membership in the institute.

Upon completion of the 20-day period of conferences, discussions and tours, each attendee is obliged to report back to his particular sales superior—be he a branch salesman, branch manager or assistant division manager—on his own impression of the institute. Dealers, as well, are requested to turn in such a report.

Those responsible for the institute insist on these reports because:

1. A jury is thus provided by which the quality of the institute's job may be adjudged.

Criticisms and suggestions are received by which the institute may keep its program flexible.

3. When a man is obliged to make a report pertaining to selling he is certain to indulge in some self-analysis.

Because the company so fully appreciates the unprecedented needs for truck replacement in scores of industries and for expansion of motor truck and bus fleets, successive terms at the institute are scheduled to follow until approximately 400 Mack men have had the advantage of the intensive course.



men. And just like my boss tells me, I write a letter with each mailing, telling our men to fasten the latest piece in their ring books and show it to their customers. I thought I was doing fine.

Then came the convention and the men hit town. First to reach my desk

was Bill Hafley. "Hi sister," he breezed, "how about a couple of copies of that Jones testimonial letter and an extra photo of the Lang installation. Mine are pretty sad-looking by now."

"Why, Mr. Hafley," I said, "You only got your copies last week. And just look at them! They're not even fastened in your ring book. Why, it's disgraceful to show those things to our customers."

Mr. Hafley bristled right up. "If you had to move along as fast as I do, sister, you'd wish somebody would figure out a way to keep these things clean!"

The second day of the convention... Eureka!...I found it...I told my boss about it, and he's happy and so are Mr. Hafley and all the other salesmen.

Because now all our men have transparent plastic 3-side, hole punched envelopes in their ring books, protecting and visibly displaying all the material we send them.



These V.P.D. envelopes are made of non-combustible crystal clear cellulose acetate thermo-welded closed on 3 sides and punched on the open end for ring books. The best envelope on the market! 31 sizes for all ring book needs. Letter size 11 x 8½ list price 35c. Free sample on request. Ask your dealer for V.P.D. holders, folders, covers in many styles.

#### JOSHUA MEIER COMPANY

36 East 10th Street . New York 3, N.Y.

## NOW RELEASED-FOR YOU TO USE

"A most Surprising Survey"
about
25,000,000 Users of Your Products

## BRAND PREFERENCES OF YOUNG AMERICANS

by Stewart, Brown & Associates for National Comics Group

#### WHO WEBE INFEDWENCES

... More than 5,000 comic magazine readers — boys and girls — from 8 to 20 years old. This sample, the research experts say, is sufficient to give a true picture of all fig. 25 million American youngsters within these age ranges

#### WHERE WERE THEY INTERVIEWED?

homes, to minimize parental "coloring" of their answers

#### WHEN WERE THEY INTERVIEWED?

. . . From May to July, 1945

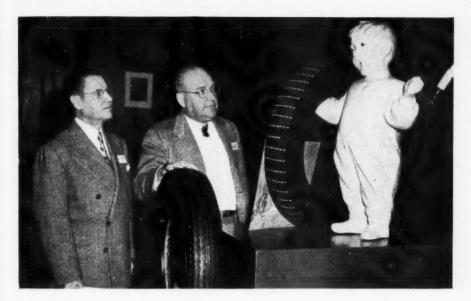
#### WHAT WERE THEY ASKED?

Their likes and dislikes about products they now use their knowledge about products they use, and products they ve heard about. Their reasons for liking or not liking, using or not using other products.

#### WHAT WERE THEY ASKED ABOUT

... Mass-selling products in 26 different large classifications.

such things as Soft Drinks, Rubber Festwear, Hair Tonics,
Bicycles, Flashlights, Tailet Soape, Fountain Pens, Candy Bars,
Dentifrices, Cereals, Chewing Gum, Breakfast Food, Shoes



TIME TO RE-TIRE: Fisk's famous youngster soon will be yawning at you again. Here, J. C. Ray (right), Fisk sales manager, and R. C. Moore, Detroit divisional sales manager, inspect the life-size statue to be made available soon to dealers as an indoor display.

### Campaigns and Marketing

#### How to Use a Fan

The National Electrical Manufacturers Association, Fan Section, will launch an educational program on the use and functions of electric fans. Plans are to begin the program in

The Fan Section of the NEMA has long known that while a considerable percentage of the country buys, or has bought, an electric fan, few people understand how best to use one. Electric fans, they say, are important, both summer and winter, for air circulation and ventilation; but their usefulness in home and office has never been fully realized.

To educate the public as to correct usage, a nationwide information service, using the business press and consumer publications, will explain how to get the maximum benefit from the various types of portable and mixed fans now in service.

During the war comparatively few fans were produced for home and office use because of the high Government priority given to hospitals, laboratories, dispensaries, and other essential public health requirements. Although new and improved fans are now in production by the manufacturers who make up the Fan section of the NEMA, they are not yet in the hands of dealers for sale to the public. And since it will be some time before production can keep pace with demand, the educational campaign will concentrate on the wise utilization and

conservation of pre-war fans.

Some of the little-known uses for fans which will be stressed in the campaign are: better home ventilation, faster and more even circulation of heat and saving of fuel, proper airing of nurseries and sleeping quarters, quicker drying of clothes, and dissipation of odors.

#### Fiberglas Campaign

Owens-Corning Fiberglas Corp., manufacturer of thermal insulating materials is sponsoring a consumer advertising campaign, built on the premise that users, manufacturers, dealers, and public utilities supplying gas and electricity will all benefit when buyers of home appliances fit their purchases to their needs. The campaign is designed to urge prospective purchasers of refrigerators, ranges, water heaters, and other home appliances to evaluate their needs and buy appliances which are large enough to meet requirements.

Three national magazines—Life, Ladies' Home Journal, and Better Homes and Gardens-are carrying the initial copy. Illustrations point up typical home dilemmas such as the housewife who is unable to find room in her refrigerator for the day's marketing-or the water supply which always runs out when the family washing is to be done.

Each advertisement offers readers a free booklet, "Some Things to Remember," which contains suggestions on what to look for when purchasing home appliances, and when buying, or remodeling a home.

To help dealers tie in the campaign, the company is offering such pointof-sale aids as window streamers, and tie-in material for newspapers, radio, and direct mail advertising. Public utilities will be supplied with copies of the booklet for use in connection with their home service programs and for distribution to cooking schools and exhibits.

#### Clear as a Picture

RCA Laboratories, Princeton, N. J., is showing its latest developments in television, including vastly improved black-and-white pictures in three dimensions. At a recent showing blackand-white pictures were transmitted by radio WNBT, atop the Empire State Building, a distance of 47 miles. The color pictures were transmitted to the Princeton Inn, two and a half miles away.

In both cases, RCA pronounced results far superior to anything they have produced before. These television pictures were, they say, bright enough to be seen in a fully lighted room. They add that while the color results were encouraging, RCA's engineers point out that color television is still in the laboratory stage of development. They estimate that it will require five more years of research on their parts before a practical color television system will be ready for home service to the public.

RCA black-and-white all-electronic television, on the other hand, is now ready for the home. Television homereceivers will begin to come off RCA's production lines in the late Spring or early Summer of 1946. These will be table models of the direct viewing type and the sets will retail from less

than \$200 to \$300.

At a later date the company will bring out television receivers featuring pictures projected by lenses and mirrors. Such instruments will be available for about \$500.

#### Nylon of the Future

A new hosiery knitting machine with a couple of novel attachments to make the nylon "Stocking of the Future" has stimulated Scott & Williams, Inc., machinery manufacturer, to announce a promotional campaign to sell machines to hosiery mills by selling nylons to the public.

The knitting machine, which President R. E. Thompson says is the result of years of research, produces seamless nylons shaped by 100 graduations of stitches. Newly developed



brow-bending advertising man. Answers such fascinating questions as—wby doesn't the client like the copy?—can men "write to women"?—what makes women copywriters such a pain in the neck anyway? And even—"why does my wife say 'my house' when I always say 'our house'?"... Deep new psychological stuff about the sexes worked out in amusing every-day examples in and out of advertising. Written by a woman copy director who claims she's spent 20 years in the advertising business without going crazy. We aren't quite sure. One of the most entertaining books you ever read. Maybe it's even practical.

Just like a Woman!

by Bj KIDD

Now at your Bookseller's • \$2.00
APPLETON-CENTURY



attachments put gussets in heel and toe that allow two-way stretch, guard against slipping, and add to comfort and fit.

Scott & Williams offers the machines to selected, high-style hosiery mills in time for spring production and plans to keep them only in such hands by retaining prior right to re-purchase.



STOCKING OF THE FUTURE: New knitting machines will make nylons seamless, put gussets in the heel and toe to allow a 2-way stretch and guard against slipping.

The new devices to produce the patented heel and toe construction are put in the hands of hosiery mills on a lease and license plan. Under agreement each mill pays royalties, based on volume, into a promotional fund which will support a consumer advertising campaign to sell the public on nylons that bear an identifying seal combined with each mill's own brand name. Hazard Advertising Co., New York City, handles the Scott & Williams account.

Scott & Williams expects to give its plan a three-year run. If the promotional fund accumulates more money than is needed for advertising, it will be used for further research to develop machine improvements to benefit the manufacturer and licensees.

Other news along the nylon front is the announcement, in various publications, by Armour & Co., Chicago, of a contest with 12,000 pairs of nylons as prizes.

Armour is using the contest as a promotional piece for its Chiffon Soap Flakes. Contestants are asked to complete, in 25 additional words or less, the sentence, "I'll keep on with Chiffon Soap Flakes because. . ."

There will be 1,000 first prizes of six pairs each, and 2,000 prizes of three pairs each.

Until nylons are on the market in sufficient quantity to meet demand, the contest promises to be as good a chance as any for Milady to get the scarce articles.

Chiffon has, since its introduction a couple of years ago. steadily climbed in sales. Armour has consistently used national media to boost its war baby. Car cards in leading cities have been extensively employed, stressing such points as Chiffon's ease on the hands.

## The \$8,000,000,000 Textile Industry: Is It Ripe for Brand Name Promotion?

In the women's better dress industry, even most of the "name" companies are under-exploiting their opportunities for sound, sales promotion and advertising. One big weakness: Failure to give salespeople enough specific facts to enable them to sell quality.

BY JAMES C. CUMMING

John A. Cairns & Co. New York City

HEN women buy better dresses, they are primarily interested in finding two qualities. The first is smartness. The second is exclusiveness.

ness. The second is exclusiveness. Smartness, or call it "fashion," if you will, is an elusive quality. The dress manufacturer who achieves it for two or three seasons running may miss it entirely the next season. The designer who succeeds in maintaining fashion leadership or near-leadership year after year combines rare taste with keenness of observation.

Exclusiveness is not so elusive, but it is difficult to achieve in these days of assembly-line production and mass distribution. Most of the successful manufacturers of women's dresses have had to devise ways to keep the women who wear their dresses from seeing the same model on every other woman.

With these qualities so obviously lined up as barriers to advertising, how can modern sales promotional methods be used in this important section of the textile industry? Many dress houses such as David Crystal have concluded that they are better off with store labels in their products and consequently, without identification, do little or no promoting on their own. But there are many others that do very consistent promotional work. They recognize the power of a "good label," as evidenced by the attraction of such famous couturier names as Lanvin, Jean Patou, Mainboucher, and others. So they put sales promotion to work to build a "good label" reputation for themselves. It should, therefore, be interesting to examine the techniques that they have developed and have found to be successful.

Henry Rosenfeld is a manufacturer of sportswear that retails in the \$9.95 to \$18.95 ranges, with the best selling price line \$14.95. The dresses are sold on an unconfined basis, with the result that this house has in the neighborhood of 13,000 accounts. A

few stores, such as Peck & Peck, New York City, have Henry Rosenfeld dresses under private labels, but practically all dresses made by Henry Rosenfeld carry the Henry Rosenfeld label, which also includes the name of the maker of the fabric from which the dress is made. These fabric names are leaders in their fields, such as Celanese, Miron woolens, Stonecutter.

In about 1,000 stores, special Henry Rosenfeld "departments" have been set up. These departments may occupy a large proportion of the store's sportswear section, or they may be merely a corner or a rack with a sign over it. Their purpose is to set the Henry Rosenfeld dresses apart from the other merchandise in the sportswear section, so that distinct Henry Rosenfeld promotions can be staged with the department as the focal point. Promotion of Henry Rosenfeld

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"Gosh, Susie, what on earth did I used to say when I had to deliver a fight talk to the sales force?"

<sup>\*</sup> Previous articles in this series appeared in the following issues of SALES MANAGEMENT: April 15, 1945; June 1; June 15; July 1; July 15; August 1; Sept. 1; Sept. 15; Oct. 1; Nov. 1; Nov. 15; Dec. 1; Dec. 15. When the series is complete, all articles will be reprinted in one unit.



the Courier-Express

**Delivers the Goods!** 

SUNDAY NEWSPAPER

dresses, whether they are sold in Henry Rosenfeld departments or in the store's general stock, is built around national advertising in such publications as Glamour, Charm, Mademoiselle, Vogue, Harper's Bazaar, and Seventeen. When they buy the line, retailers promise to use the advertising mats Henry Rosenfeld provides. These mats practically duplicate the national advertisements, and as the store advertisements appear at the same time as the magazine advertisements the effect is similar to the advertising campaign of a manufacturer with an unlimited promotional appropriation. Furthermore, because the line is not confined it frequently happens that several Henry Rosenfeld advertisements appear in the same paper on the same day over the signatures of as many different stores.

Except for mats, Henry Rosenfeld provides no promotional help for his retailers. He does, however, get fabric houses to make up display material on which the Henry Rosenfeld name appears, and these are passed along to the stores.

Joseph Halpert, making dresses retailing between \$50 and \$100 each, is a good example of a manufacturer who does practically no advertising of his own, but who, under today's conditions of merchandise shortages at least, has been able to execute a broad plan of sales promotion.

Dresses carrying the Joseph Halpert label are confined to about stores in such cities as Dallas, Cleveland, Pittsburgh, Louis, Houston, El Paso, and Birming ham, although the house will sell to anyone on an unbranded or private brand basis. A matter of great pride is the fact that the only label other than their own carried in dresses sold by Bergdorf-Goodman, New York City, is the Joseph Halpert label.

There's an interesting but simple promotional device that Joseph Halpert uses. Because the editorial columns of daily newspapers are greatly interested in fashion news, Joseph Halpert sends photographs of his dresses on sale at stores in various cities direct to the newspapers in those The accompanying story describes the dresses and mentions the local store at which they may be seen.

Aside from this, Joseph Halpert's retailers get no promotional help-although a mat service is planned for the near future. And yet the retailers are currently featuring Joseph Halpert dresses in at least 5,000 advertisements every year. These are not all newspaper advertisements, either. The stores frequently advertise the dresses of this house in such magazines as Vogue and Harper's Bazaar.

#### Here, the Designer Rates

Jonathan Logan, making dresses that retail in the \$8.95 to \$12.95 ranges, is an exceptionally alert house promotionally. This alertness has attracted a great deal of publicity, much of which has centered around Logan's designer, Dorris Varnum.

All Logan dresses are labeled, and are confined to not more than three stores in a city. The number selected depends on the population and the number of good retailers in the trading area. Some stores have set up separate Jonathan Logan departments, but these are not singled out for special promotional attention by the house itself.

Every Jonathan Logan retailer gets a steady flow of promotional material. This includes photographs of new models for publicity releases by the retailer to the local newspaper, newspaper mats, layouts and copy for suggested advertisements, reproductions of national advertisements, and display material. Jonathan Logan advertisements appear in Charm, Mademoiselle, Glamour, Harper's Junior Bazaar, and Seventeen, and in addition the retailers give this house a





Designers and Fabricators of Metal, Plastic and Wood Displays for Counter, Window and Floor - Business Exhibits



Interior Set, "Centennial Summer", 20th Century-Fox Production

## 31,000 MOTION PICTURE WORKERS

Everyone knows that Los Angeles is the world's greatest motion picture producing center. However, many do not realize that behind the glamor and stars portrayed on the

screen are more than 31,000 wage earners in a great variety of crafts, and whose earnings exceed \$200,000,000 annually. Yet, this is but one of Los Angeles' nine nationally high ranking industries.

With over 7000 highly diversified factories the Los Angeles industrial position grows markedly stronger day by day. In October alone, more than \$26,600,000 was invested in new plants and expansion.



For the past half century words have been inadequate to describe this market, because statistics are outgrown even before they are tabulated. The continuous crescendo

of population, income and retail sales means that advertising and sales plans must curve constantly upward to keep pace.

In this third richest and largest market of the nation there is but one exclusively evening metropolitan paper . . . the Evening Herald-Express, which reaches thousands upon thousands more families in the city and retail zones than any other daily . . . a fact well worth remembering.

IN THE ENTIRE WEST



PAUL BLOCK & ASSOCIATES



## - - - and TACOMA is a "must" for complete coverage!

See how daily newspapers rank in their coverage of Tacoma-Pierce County's 64,700 able-tobuy families:

THE TACOMA 74%

Second Tacoma Paper . . . 50% Seattle Morning Paper . . . 11% Seattle 1st Evening Paper . . 5%



#### POWER

builds bigger payrolls in

#### Washington's 2nd Market

Tacoma City Light, Grand Coulee and Bonneville combine to provide industry a vast supply of America's lowest-cost hydro-electric power. Just one of many, many reasons why Tacoma-Pierce County ranks as "Washington's Second Market"

SALES MANAGEMENT'S "Survey of Buying Power" says that the five lower Puget Sound counties account for 50% of Washington State's population . . . 51% of the retail sales . . . 57% of the effective buying income. It's a market demanding complete coverage—and that means Tacoma must be on every schedule. For the vital "Puget Sound Circle" is not covered unless Tacoma is covered, and Tacoma can not be covered by any "outside" medial

In Washington Always Schedule

# THE NEWS TRIBUNE

Tacoma, 1

Represented Nationally by Lorenzen & Thompson, Inc. great deal of promotional support. In August, 1945, for example, 14 pages of national magazine advertising by retailers featured Jonathan Logan dresses.

It's not hard to find the reason for this unusual support. The house itself has a reputation for new and original ideas in promotion as well as in merchandise.

The "Jonathan Logan Diary" is a 4-color booklet describing the designing and manufacturing of the dresses. It was supplied to interested retailers originally as training material for their salespeople and later for mailing to their customers. Another similar mailing piece was a book of cartoons showing amusing things that have happened to people wearing Jonathan Logan dresses.

#### **Smart Subtle Promotion**

A promotional stunt aimed in a different direction introduced Champagne White, an off-white shade sponsored by Logan this fall for resort wear and for spring selling. A booklet, describing the new shade and the dresses made up in it, was attached to a quart bottle of champagne and sent to a large group of fashion editors and leading retailers.

Herbert Sondheim manufactures street clothes, cocktail and dinner dresses and suits, and evening dresses that retail from about \$50 to \$100. Use of the label, "Herbert Sondheim Original," is confined to one store in cities of 20,000 to 30,000 population. In larger cities any shop or department store may buy Herbert Sondheim Originals, but on an unbranded basis only.

The explanation for this unusual distribution plan is that the firm sells through so many stores in the larger cities that it doesn't want to single out any one for the use of the label. In the smaller towns, there is usually only one shop that handles garments in the Troy Stix price range.

Sondheim's promotional work is limited to an occasional advertisement in *Vogue*, and to sending his retailers newspaper mats, display cards and mailing pieces, and the customary fashion photographs for release to newspapers.

Hattie Carnegie had the spotlight of publicity turned on her recently when Life did a complete story on the Carnegie organization and how it sells dresses that retail at prices starting at \$80. In the entire Life story the word "advertising" appears exactly once. For aside from the smart use of publicity, sales promotion in its modern sense is not extensively used at Hattie Carnegie's.

# If you knew farmers the way their bankers know them . . .

"As I read the familiar names of farmers around Bremen who subscribe to Capper's Farmer, I must say you have an excellent group of farmers on your list."

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J. F. Mougin, Cashier Bremen (Ind.) State Bank





- Here are the general characteristics of the 1,200,000 families who read Capper's Farmer:
  - They earn their living by husbandry and skillfully tilling the soil.
  - They are ambitious to increase their farm income.
  - They have the cash and, if necessary, banking credit to buy what they think they need.

Capper's Farmer is edited to attract exactly this kind of farm family. It is too practical and earthy to interest the "endowed" farmer...too much concerned with farm operations to hold the "might-be" or "once-was" farmer.

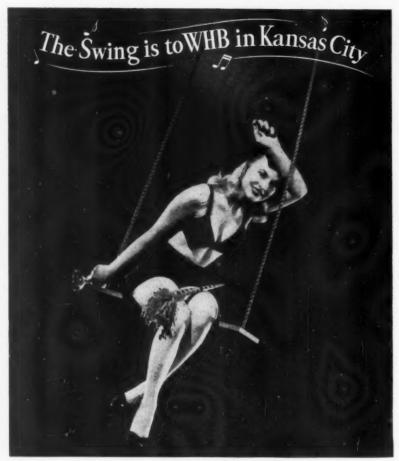
But it is tops with the people of the rich agricultural midlands whom rural bankers call "excellent farmers."

### CAPPER'S FARMER

The ONE National Farm Magazine that Speaks the Farmer's Language

JANUARY 1, 1946

[97]



## Let's Celebrate the New Year —and Get Right Back to Work!

HB For WHE AV

January is the new leaf, the clean page, the time of inventory. Man has a need for ending things now and then, and starting over again. Open the door. There's a New Year knocking! There are problems to be solved—and 1946 is a year in which to work and win!

Out Kansas City way, there's a fine radio station ready to help advertisers who want to win this great market. It's known as the station with "agency point-of-view"...where every advertiser is a client who must get his money's worth in results. We've some fine new shows and availabilities to offer in 1946...and the time to investigate is now.

For WHB Availabilities, 'phone DON DAVIS at any

	ADAM	TOUNG of	fice :	
<b>New York City</b>	. 18 11 W	Vest 42nd St	LOngacr	e 3-1926
Chicago, 2		Washington		ver 5448
San Francisco	4627	Mills Buildi		ttor 1393
Los Angeles,	13448	South Hill S		igan 0921
Kansas City, 6	Scar	rritt Building		son 1161

KANSAS CITY HOOPER INDEX SEPTOCT. '45	WHB	Station A	Station B	Station C	Station D	Station E
WEEKDAYS A. M. MON. THRU FRI. 8 A.M.—12 Noon	27.9	23.0	14.4	14.1	15.0	5.5
WEEKDAYS P. M. MON. THRU FRI, 12 Noon-6 P.M.	23.2	21.2	29.1	15.5	9.6	1.1
SUNDAY AFTERNOON 12 Noon—6 P.M.	15.5	33.9	25.4	12.6	9.9	2.2
SATURDAY DAYTIME 8 A. M.— 6 P. M.	18.3	31.1	12.4	23.6	12.0	2.2

Identification is a c c o m p l i s h e d through the Hattie Carnegie label, which often includes the name of the retailer. There is no firm policy on exclusive distribution, although the line is confined to a single store in many cities. Hattie Carnegie advertising appears regularly in Harper's Bazaar, Vogue, and Town & Country, but little or no promotional help aside from this advertising is extended to Hattie Carnegie retailers.

We could go on with examples of the promotional work done by other makers of better dresses, but the underlying picture would remain essentially the same. It is not a strong

picture. Specifically:

#### **Promotional Weak Spots**

- 1. Publicity is tremendously important in this division of the industry, because of the great news value of fashion. Every important manufacturer recognizes this, and practically every new dress line is opened with a fashion show to which the press is invited.
- 2. Few manufacturers in this field understand the value and power of real advertising ideas. There is little to distinguish the advertising of one dress house from that of another, as most are just putting pictures in the magazines.
- 3. Support by retailers is essential to the success of any dress line. Most manufacturers get plenty of this support today because the retailer is anxious to show his good-will toward anyone who can supply him with goods. When merchandise is again plentiful, this support will go to the few dress manufacturers who give their retailers really sound promotional ideas
- 4. None of the important dress manufacturers give retail salespeople any organized selling information. This material is badly needed, and its lack results in the "It-looks-lovely-on-you-dearie" type of selling instead of salesmanship based on sound facts.

Will dress manufacturers continue the advertising schedules that they developed during the war years? Probably not. But there is room for so much improvement and for so much real service to the consumer and the retailer through the right kind of promotional work in this field, that a few dress manufacturers may succeed in taking the lead by doing some really smart and thorough sales promotion.

### Coast Sales Jump 400% for Sylvania Under Custom-Built Selling Plan

The Far West States were Sylvania's "sick territory." Then the company made a fine-tooth-comb market study of the region, and, on the basis of the findings, laid out and implemented a powerful sales drive. Today that western territory is magnificently healthy.

#### BY ROBERT H. BISHOP

General Sales Manager Sylvania Electric Products, Inc. New York City

HAT does it take to transform a sales-sick territory into one that is healthy and productive?

Our recent experience in the West Coast area revealed that such a transformation can be achieved—and in the course of just one year—provided that the territory is first subjected to a searching study and keen analysis.

In one year our dollar volume in the Pacific Coast territory increased by 400%. This spectacular increase, we are firmly convinced, was made possible because our entire sales approach and our selling practices were first determined by an exhaustive study of that particular market.

The products of Sylvania Electric Products, Inc., had been offered in the West Coast market for the past 10 years, but through manufacturers' agents working on a commission basis. Sylvania had no sales organization of its own on the coast and we did not do either an aggressive selling or advertising job there. This was primarily because there was a pretty fixed production on incandescent lamps at the time and our lamp factories were in the East. The Pacific Coast territory was more or less left to shift for itself. Such trips as Sylvania's top management made to the coast were infrequent and casual.

#### A Market Problem

However, in January 1943, the writer and Don Mitchell, vice-president in charge of sales, visited the West Coast and, within the course of a few days, decided that something definitely would have to be done if Sylvania was to obtain its share of the ever-growing Pacific Coast market.

It presented a major problem—and a problem which required far more attention than either one of us had time to devote to it. It was all too clear that we needed a man who could put entire time to the project—a man not only competent to analyze the coast territory but one who could recommend steps whereby Sylvania's weak position in the area might be remedied.

The situation plainly called for a man who could perform multiple duties. With a territory so far from the home office, the man we were seeking would have to have both selling and engineering experience. He would have to be a market analyst, a sales manager, sales promotion and public relations man, and a personnel manager. Also, he would have to be thoroughly acquainted with Sylvania policies and products.

#### Mr. Wickstrum Buckles Down

A big order—but we found the answer in Bart Wickstrum, who had been serving as the company's advertising manager for four years. Previous to his association with us he had been in the advertising end of the newspaper business.

Wickstrum tackled his job—spending the first two and a half months on tour throughout 11 western states. He visited in all the major cities and towns. He talked with Sylvania customers and with prospective customers. He talked and consulted with industrialists, merchants, bankers, magazine and newspaper publishers, and chambers of commerce. He literally soaked himself in West Coast market data. By the time he finished he had a fixed idea of what the future could hold for Sylvania products on the West Coast.

Here was a market study and report that indicated that we could obtain a greatly increased volume from the West Coast. It also told us that we'd have to spend some money to get it. It indicated that if we spent so many dollars in the right direction,



ROBERT H. BISHOP, who saw vast potentials in West Coast Market.

we should obtain so many dollars' worth of business.

The fact that we did hit our figures within 3% is testimony to the thoroughness and quality of Wickstrum's market study. Actually, we sold 3% more than anticicpated—one year and a half ahead of time.

Furthermore, our sales cost on the Pacific Coast in January 1944 was several times higher than anywhere else in the country. In January 1945—just one year later—it was the lowest in the country. And this was done by spending money—not pinching it.

As soon as Wickstrum was given the green light, he started organizing the West Coast set-up. In order that the territory might be thoroughly serviced, it was decided to break it up into two sales divisions. The first covered California, Nevada, Arizona, and Utah, and operations were directed



BART WICKSTRUM, who took over the job of developing western sales.

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#### BARBERS CAN'T BE DOCTORS ANY MORE

Specialization has come a long way since the day of the barber-surgeon. Barbers are not doctoring any more. In the retail trades, too, specialization is the rule today. Buyers, merchandise managers and other key personnel are too busy to wade through general business news. They get it straight—and they get it all—in their own specialized, Haire Publication.



from offices in Los Angeles. The Northwestern Division, with headquarters in Seattle, covered Washington, Oregon, Idaho, and Montana. A central control office in San

A central control office in San Francisco was opened with Wickstrum in charge as Pacific Coast manager. It was arranged that each of the two division managers would be directly responsible to him. The salesmen, of course, would regularly report to their

respective division heads.

Recruiting sales staffs presented a poser. Despite the prevalent manpower shortage we did succeed in obtaining some valuable selling personnel. One of the men who came with us had been a buyer for Kaiser Cargo. One had been an electrical wholesaler, and another man was a former Army captain who had been with an electrical equipment manufacturer. These and others who came with us received thorough training in sales procedure and equipment installation. They approached their jobs with a complete understanding of Sylvania products and sales policies.

Because Sylvania was so little known on the coast, Wickstrum put a great deal of emphasis on public relations. Stories about Sylvania products and activities soon were appearing in regional magazines and newspapers. Wickstraum himself joined every or-

ganization that had anything to do with the electrical business. He cultivated editors and feature writers. He held press meetings and let it be known that he was always available as a speaker at any event touching upon the electrical trade. All this activity was helping to bring the name Sylvania before the West Coast public.

Advertising came through Sylvania's regular advertising department and was placed mainly in industrial and

business publications.

In the meantime, results were clicking from our distribution set-up. A practice had been made of holding meetings with every distributor and his salesmen to thoroughly familiarize them with our products. Our men regularly would spend a day or so with each distributor's salesmen—working his particular sales territory. This practice of continually working with distributors and their men has paid off and has gone a long way toward establishing Sylvania on the West Coast.

Today we have warehouses in Seattle and Los Angeles. This permits us to give better service to our West Coast customers inasmuch as our factories

are here in the East.

Continuance of our intensive program, we expect, will enable us to double what we accomplished in this initial and short period.



## Our readers are different ...

Yes! Our readers are different!

We're not going to claim that only the readers of The American Home have children.

We're not even going to claim that only the readers of The American Home love their children.

But we do want to drive home to those who still think of us as a "shelter" magazine that there is only one reason men ever sought shelter: - for the privacy, security and comfort in which to rear a family.

And we do claim that it is in those homes where family life finds its strongest expression that you find your richest market.

If you'll stop to think about our readers as they're depicted by our editorial pages, we think you'll agree that our 2,300,000 families do epitomize the best examples of family life.

For our readers are obviously in earnest. Ours is no book to be skimmed through, Our readers are obviously interested in tangible, practical things. We stay strictly away from the theoretical—our book shows only homes that exist, furnishings that can be budgeted, tested recipes that save time, housekeeping that is efficient. Our readers want to do things. Time and again their response to editorial and advertising suggestions regarding their family life far surpasses that of any other group.

Finally, our readers are willing to spend a little more for home furnishings and equipment, indeed for everything related to family life. Our advertisers have found this out. We'd like to prove it to you.





More food is sold in Westchester county than in Syracuse, Utica, Schenectady, Albany and Binghamton put together. Any drug or cosmetic line will have to do a bang-up job on those five cities to equal the Westchester volume which is waiting for it. The building material business in this one county runs about \$4,000,000 higher than the total of those five cities.

Just keep these facts in mind when you're putting your advertising schedule together. If you want one of the finest markets in America served up to you on a silver platter, use the Westchester Newspapers.

#### A Few National Advertisers Who Have Cashed In On The Rich Westchester Market:

Wheaties
Heinz Products
Coca Cola
Arrid
Johnson & Johnson
Anthracite Industries
Esso Products
Ford
Lucky Strike
Three Feathers Whiskey
Pepsi-Cola



#### Covering THE 14th MARKET IN AMERICA

Represented Nationally by the KELLY-SMITH COMPANY New York



Oh - your January White Sale?

### How We Train Our Men to Use A Standard Sales Presentation

Not just so much canned wordage—that isn't the idea. But Globe Industries believe there is one best way to organize a sales talk from the standpoint of its sequence. Once a man masters this logical outline, he can vary his phraseology to meet any specific situation.

#### BY EUGENE DYNNER

Vice-President in Charge of Sales Globe Industries, Inc., Dayton

OW do you teach a salesman a standard presentation in such a way that he can adapt it on-the-spot to any one of the special situations encountered in industrial selling? It is a question often asked by sales managers who are already sold on training, but want to be told exactly how to go about it.

From my own sales training experience I have evolved a formula which meets the test—it works. It also saves time. And it doesn't insult a man's intelligence. Let me illustrate by using as an example our method of training salesmen to sell the Globe Sound Recorder to sales managers for use in training their salesmen.

It is our belief that no initial presentation should last more than 15 minutes and that it should be possible to condense the talk to three to five minutes without loss of clarity or conviction. A 15-minute talk should merely allow for the documentation of the shorter appeal. Of course, a sales talk is easily prolonged beyond these lengths, but any extension of the

# Time to RE-CONVERT Your Sales Plan for New England

OLD selling habits need reconverting, too... a change of pace to meet a changed economy and new buying habits.

Effective radio selling isn't based on the hit-ormiss method. Today, to effectively SELL New England requires the use of a medium which enjoys the greatest local acceptance.

The Yankee Network via its locally accepted stations thoroughly covers these New England buying centers. Each of YANKEE'S 23 hometown stations hits the spot where it does the most good.

Acceptance is THE YANKEE NETWORK'S Foundation

# THE YANKEE NETWORK, INC.

Member of the Mutual Broadcasting System

21 BROOKLINE AVENUE, BOSTON 15, MASSACHUSETTS

Represented Nationally by EDWARD PETRY & CO., INC.

JANUARY 1, 1946

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basic presentation should be prompted by the prospect, whose questions may require any amount of time to satisfy.

Within these time limits, we want our man to present a talk built around our basic marketing theme, regardless of the variable circumstances. We know that we won't get anywhere if we try to make him memorize a dozen different speeches. We also know that he can easily learn one outline and a selection of facts and selling arguments, suitable in various situations, which he can draw upon at will to expand the outline.

Obviously, before you start your training program, you have worked up your standard presentation. The data which you want your canvass to include have been arranged in the most effective order. Presumably, also, you have tested this canvass on a number of real prospects and polished the finished article accordingly. A canvass so organized is easily taken apart for the salesman: from which process he learns how to put one together for himself.

The first step in our training sessions is to impress upon the men the familiar five-point formula on which our canvass is built: attract, interest, convince, persuade, and activate.

Next we offer examples of the treatment of each of these steps. We ask each man to remember the sub\*\*\* "The post-reconversion era will be a training field day. We shall have to get back into training intensively; more than we have in years. We must knock out complacency and stop running before a tail wind. The tail wind just won't be there. Men, straight down the line, must be reconditioned to selling. They've got to know quality. They've got to get back to product. The day when the customer asked only 'Can you get it for me?' will soon be over."

> GUY GUNDAKER Field Sales Manager, Tire Div. The B. F. Goodrich Co.

stance, not necessarily the exact phrasing, of each of these examples by memorizing a set of key words under

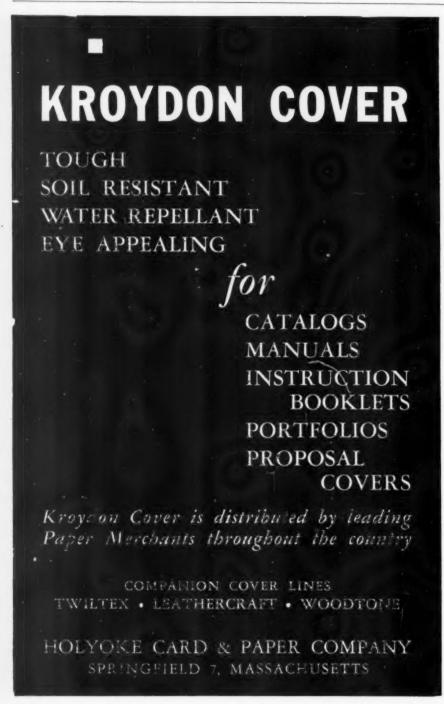
each of the five headings.

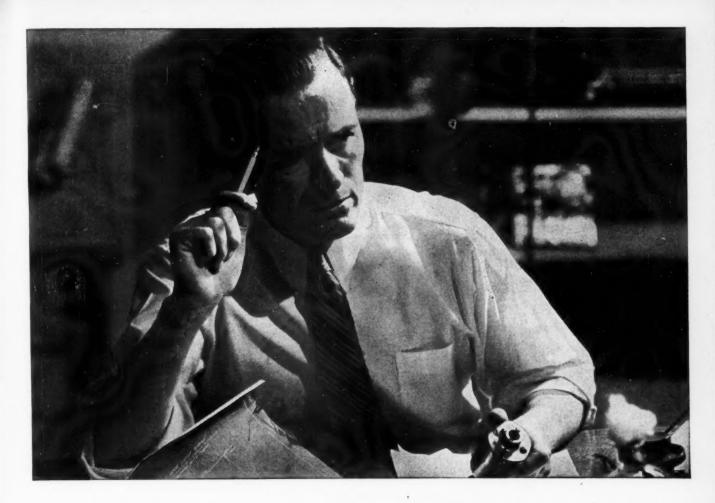
Thus the word "attract" immediately recalls to the salesman's memory a set of words or phrases—such as "Bill Holler said" or "why salesmen?"—which tap the tested openings he may use.

Use of an easel helps the men memorize our outline by making every step visible. Shuffling the sheets makes it obvious that there is one best order in presenting the material.

Each section of the canvass is first illustrated on the easel by a single word such as "Attract." This is followed by a sheet with this key word in red at the top and two or three phrases summarizing the material for that head in blue below. Then come three sheets on which each of the phrases is somewhat expanded. In this way we read once through the entire batch, with running illustrations of how to expand a word or phrase in actual use.

The men now understand the purpose and organization of the talk and are ready to memorize each sheet. It is surprising how quickly they master the 20 to 25 units when they know how each fits into the talk as a whole. These memory sessions sound like a Chinese classroom where all the scholars repeat their lessons aloud at the same time. Our men read from the sheet, then chant it in unison by memory. Finally each man repeats the section by himself. We go back every





# Bill Anderson\* has problems too!

You know Bill Anderson. He's a production expert ... one of many who helped our country build the greatest war production machine the world has ever known.

And he's still on the job today. Still applying and perfecting the "know how" that makes possible better civilian goods . . . produced at greater speeds . . . and in greater quantities than ever before.

Whether or not this production knowledge of his is fully used-depends pretty much on how well our selling methods keep pace with production facilities.

Today the accent is on SALES. Advertising men must help meet the challenge of mass production by

developing faster, more efficient methods of mass selling. Sales . . . IMMEDIATE SALES . . . will balance the scale of production and consumption-provide the jobs needed for a sound peacetime economy.

Newspapers are a mass selling medium. They provide the speed . . . the immediate and traceable sales results needed in every well-rounded advertising program. Add the fact that newspaper advertising is the surest and quickest way to reach all incomes . . . all ages . . . all classes . . . all occupations; that newspaper advertising pays off every day to its largest users . . . and you have the reasons why newspaper advertising rates top priority in your sales program.

\*We're not talking about a specific Bill Anderson just a fellow whose name might be anything else.

NEW YORK . . . World-Teleg CLEVELAND . . . . . . Press PITTSBURGH . . . . . . Press SAN FRANCISCO . . . News CINCINNATI . KENTUCKY . . . . . Covington editi

INDIANAPOLIS. . . . . Times KNOXVILLE . . . News-Sentinel

NATIONAL ADVERTISING DEPARTMENT - 230 PARK AVENUE - NEW YORK

HOUSTON . . . . . . FORT WORTH . . . . . . Press ALBUQUERQUE . . . Tribuse WASHINGTON . . . . . News EL PASO . . . . . Herald-Post

CHICAGO SAN FRANCISCO DETROIT MEMPHIS PHILADELPHIA

three or four steps to review the continuity, and this drill continues until the whole outline is firmly fixed in

every trainee's memory.

Now the salesman is on his own. He has all the material to frame a sample canvass which should be the briefest possible integration of the outline he has just mastered. The skeleton from which he works looks like this:

1. Attract: a) conversation important; b) salesmen not letters; c) talk must go right.

2. Interest: a) advice of own voice;

b) no mystery; c) if recorder used.

3. Convince: a) believe own voice; b) self improvement; c) unity, clarity, brevity; d) confidence and poise; e) easy: show, tell, listen, take apart, repeat; f) works in all cases; g) one day saves weeks; h) less time, quicker profits, more closings.

4. Persuade: a) better because long, faithful, handsome, easy, rugged; b) other uses; c) better for less.

5. Activate: a) let's show you; b) you use it; when ship?

On this frame he builds a talk which would proceed in this way:

"Good morning, Mr. Sales Manager: I appreciate your giving me a few minutes to talk to you abour a new, modern sales training tool—the Globe Recorder—which some livewire selling outfits are now using to their great advantage.

their great advantage.

"Bill Holler, Chevrolet's great sales manager, said that the most important thing that happens in the course of business is the conversation between a salesman and a prospect. That's why you send a salesman instead of a letter.

#### Conversation Gets Sales

"But the conversation has to go right to get signed orders. Conversations that go wrong lose sales.

"So most sales managers agree that the number one problem of post-war marketing is training salesmen to tell the right story in the right way to the right prospects.

"Now there's no mystery in training. Richard Grant says that you simply 'coach those who are to sell your goods so that they will know how to talk about them to best advantage."

"The Globe Recorder helps you to do this coaching effectively, easily, quickly, and economically."

"Effectively because no amount of advice is as convincing to a salesman as letting him hear himself as his customers hear him.

"A salesman who has heard himself talk takes immediate steps toward improving his diction and selling style. He doesn't have to be coaxed. The need is self-evident.

"The point is that use of the recorder, either by a new man or a veteran, compels him to appreciate the importance of unity, clarity, and brevity in selling talk—and to put these qualities into his own canvassing.

"Such improved speech-habits increase self-confidence and poise: thus

# AGENCY COMMISSION PAID BY BAKERS WEEKLY

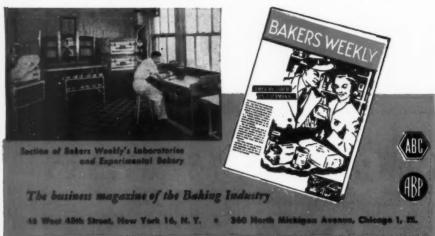
In conjunction with its revised rate schedule', effective January 1st, 1946, BAKERS WEEKLY will pay a 15% commission on advertising placed by advertising agencies

Our practical bakery men, specialists in all technical and scientific phases as well as sales and merchandising, are available in New York and Chicago to cooperate fully with advertising agencies throughout the United States. Other editorial staff members possess a valuable fund of information based on their work for Bakers and Manufacturers in

BAKERS WEEKLY'S Experimental Bakery, Research Laboratory and Engineering Department.

BAKERS WEEKLY invites opportunities to work with agencies to help them help their clients get the most profitable results from advertising addressed to the Baking Industry.

\*See BAKERS WEEKLY'S "Tell-All Unit" in January 15th Standard Rate & Data, Business Paper Section, Class 9.



#### "BUT THE WAR'S OVER!"

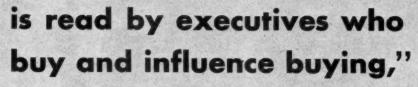
. . . Yes, the war's over. But it seems that SM's mailing-date jitters go on for "the duration plus six months."

. . . Between the woeful lack of help at our printing plant on the one hand, and the constantly increasing jam-up in the U. S. Mail on the other, we begin to be thankful even to have SALES MANAGEMENT published with the pages in consecutive order!

been arriving late, won't you please forgive us? We're sorrier than you are.

—THE EDITORS

# "REVISTA ROTARIA



says Jack & Camp

Director General of Latin-American Operations, INTERNATIONAL HARVESTER COMPANY

"Today, more than ever before," writes Mr. Camp, "the Latin-American market is important to us and to hundreds of other manufacturers. In this market it is necessary that our advertising reach the men who influence or are responsible for the purchase of trucks, tractors, and farm machines.

"A careful study of your coverage and the caliber of your subscribers convinced us that Revista Rotaria is read by executives who buy and influence buying of our products.

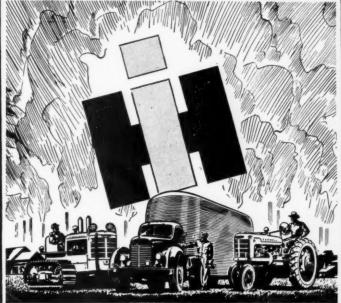
"In addition to being business and industrial leaders, most of your readers either own farms or have definite farm interests since the basic economy of Latin America is agriculture. This is highly important to us.

"That our original choice of REVISTA ROTARIA has been justified is evidenced by our recent renewal of our contract with you for another twelve issues."

+ + +

Revista Rotaria is producing equally satisfactory results for many other nationally known adver tisers, delivering their messages to top-ranking executives . . . manufacturers, importers, distributors, and government officials . . . in the 21 countries of Latin America.

The only executive magazine in the Spanish language that is a member of ABC, Revista Rotaria now has a circulation of over 27,000. Further facts available for the asking . . . no obligation.



This NEW symbol identifies the products of INTERNATIONAL HARVESTER

Many years have passed since the original IHC symbol first identified an International Harvester product. Since that time International Harvester has grown until today it builds a family of products including International Trucks, International Industrial Power, and International McCormick-Deering Tractors and Farm Equipment . . . machines that serve all industry and agriculture.

These basic lines—well established, perform-

ance proved, economical—testify to the service International Harvester delivers to thousands of users throughout the world. Look for this new symbol when you have need for products such as International Harvester builds. It is the symbol of a reputation known and respected all over the world. A symbol that stands for service to Industry and Agriculture.

INTERNATIONAL HARVESTER EXPORT COMPANY Harvester Building Chicago 1, U.S.A.

INTERNATIONAL TRUCKS + INTERNATIONAL INDUSTRIAL POWER INTERNATIONAL INCORMICK-DESENG TRACTORS AND FARM EQUIPMEN

#### INTERNATIONAL HARVESTER

Reproduction of a full page advertisement from Revista Rotaria prepared and placed by J. Roland Kay, Inc., Chicago, Export Advertising Agency for International Harvester Export Company.



# Revista Rotaria



New York Office: 45 Rockefeller Plaza New York 20, New York

Pacif

Pacific Coast Office: 681 Market Street
San Francisco 5, California

35 East Wacker Drive, Chicago 1, Illinois



MOCK-UP: Bakers can design efficient working layouts with these models before they drive a nail in actual construction. The "Foresite Plan," a new idea in merchandising bakery machinery, has produced inquiries from all sections of the Nation to the Bakery Division of the R. C. Williams & Co., Inc.

more of his selling talks sell.

"Recorder-training is easy. First you outline the form and content of your best presentation. Next you show your man how to build his talk around that outline. Let him tell it to the recorder microphone. Then play the record back without any comment. Now you take his talk apart, with him, point by point. And finally: repeat the process until he is good at it.

"This training method works: whether you use a canned canvass, a standard presentation adapted to circumstances, or an on-the-spot impro-

visation.

"The Globe Recorder speeds up training. One day with the recorder saves weeks of selling time spent by a new salesman while he gets the knack of telling your story convinc-

The Globe Recorder is economical. It takes less time to train men this modern way. Men so trained become profit-producers earlier. Their better technique enables them to make more calls and to close more of those that

they do make.

'The Globe Recorder is better for training purposes because it can record up to 20 minutes of selling talk on one side of a disc. It reproduces faithfully-and only the exact copy of a voice is convincing to a speaker. Its handsome professional look impresses the trainee. It is easy to use.

"In short, the Globe Recorder helps you give your men better training at lower cost.

"Now, Mr. Sales Manager, I'd like to show you how our equipment works in actual service. May I send it in for your examination-without any obligation on your part? When would it be convenient for you to try it?"

When our man can deliver this story with relative ease, the trainer goes to work on his poise by interrupting with objections. Since the subject of overcoming resistance is not generally treated until later in the program, you don't expect too much in the way of the right retort. But at this point you are not so much concerned with his skill in resistancerepartee as you are with his ability to pick up his story exactly where he left off when he was interrupted. If he has mastered his outline, he can't be swerved from going on just as if there had been no resistance at all.

The process discussed here quite possibly sounds more complex than it is actually. If you go about it with humor, without solemnity—in short, make a game of it—the men respond with enthusiasm. The main point is that the training works.

# Toy Manufacturers Publish **New Retail Sales Manual**

66HOW to Sell Toys," a new sales manual for toys and playthings, designed to give retail salespeople basic selling points on all types of toy department merchandising, has been published by Toy Manufacturers of the U. S. A., Inc.

This is the fourth edition of general toy information published by Toy Manufacturers. The first edition was published in 1935 and reprinted in 1936. The second edition was published in 1938, and the third in 1940.

The purpose of the manual is:

1. To give the salesperson a background of the real importance of the toy department as a good-will and prestige-building factor in the store.

2. To give the rightful enthusiasm which a salesperson should have when selling merchandise of such vital importance to the child, the parent, and the future clientele of the store.

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3. To outline a few selling points of the major classifications of toys.

The treatment in the new edition of the manual has been kept sufficiently general so that for those stores that have detailed or specialized manuals, this material will supplement their own-and for the stores without specialized manuals, the salespeople will be given sufficient information to permit them to do a good job.

# Training Time-Saver

"This manual was prepared in response to many requests 'for something that will assist the training director and buyer in the very difficult job of quickly and effectively training a number of new salespeople to sell toys," James L. Fri, managing director of Toy Manufacturers, states. "The manual is directed specifically to the salesperson. It is meant to give her some esprit de corps in the job of selling toys and some helpful and practical information so that she may sell not only more toys, but be of greater help to the parent.'

The first section of the manual summarizes the background information required to sell toys intelligently and build good-will for the store. Proven sales openers and selling rules

are given.

The second section gives basic sales points on each general classification of toy merchandise. A list of review questions is given at the end to help salespersons test their knowledge.

One copy of the manual is mailed to stores without charge. Additional copies in quantities of 10 or more are 10 cents a copy.



# TER ROUND TABLE

If You've Written a Letter That Gives an "Extra Satisfied" Feeling, Send It in. It May Win a Round Table Prize.

## This Direct Sales Letter **Breaks Timing Rules**

First prize winner in this Round Table roundup is C. V. Morris, director of trade Reinhold-Gould, Inc., York City, who comes up with a letter that ignores one of the sacred cows of the direct mail profession. The letter is deliberately timed to arrive in the first mail on Monday morning, when it will receive prompt attention by the right persons. Then it is followed up by a personal call within the week. Here it is:

Today needn't be blue Monday where your paper purchasing is concerned, Mr. Smallwood.

"Here are samples of three papers you use every day, and you can buy them with the assurance that each is available from stock on hand in our New York warehouses and that next-day delivery is possible anywhere in this area.

- 1. CPA INDEX-sulphite grade-white, buff, green
- WATERFALLS LEDGER-sulphite
- grade, white only
  GLENDALE VELLUM—sulphite grade, China white only

"You'll note from the data on the sam-

ples that exceptionally large quantities are here in all the popular sizes you need.

"Like so many of our friends in the pub-lishing trade, we feel sure you'll learn to count on this availability as a distinct "lift" today when the paper situation shows no outward sign of brightening.

"We also have available for you a num-ber of other special items which the writer would personally like to present to you. May I call upon you before the week is

## The Deft Touch in **Building Public Relations**

Partially because it's a young industry, aviation makes lots of news. But the airlines make news for another reason: They're highly public-relations-conscious, and they are especially adept at capitalizing public relations opportunities. A pat example comes along in this letter signed by Capt. Bill Dunn, Chief Pilot, sent out to mem-bers of the Sales Executives Club of New York five days before a meeting at the Hotel Roosevelt, at which Ralph Damon, vice-president and general manager of the company, was scheduled to be the princi-pal speaker:

You may wonder why a pilot is writing

you, but this matter concerns something which is strictly my department.

"Our Boss, Ralph Damon, is to be the principal speaker at the Sales Executives' Club Luncheon, Tuesday, November 20, 1945, to be held at the Hotel Roosevelt at 12:30 p.m.

"Most of the people who attend the

"Most of the people who attend the luncheon will find it hard to visualize the actual reality of some of the points Mr. Damon will make. Seeing is believing, and this is my invitation to you to come out to the airport and let us give you a ride over the New York City area in one of our very new four-engine Douglas Flagships.
"During the past two and a half years,

American Airlines has flown this type of airplane more than 8000 trips across the Atlantic. We have flown it all over the world and can assure you—straight from the driver's seat—that it is the most comfortable and most thoroughly tested airliner that has ever been placed in service in the history of aviation. Today we are flying it in scheduled commercial service over to

"Within a few weeks, this Flagship will be available on our domestic routes to carry you and your family in speed and comfort-and flown by myself and my fellow pilots who have practically lived in the cockpits of these planes during the past years while flying the ocean for the Air Transport Command.

"If you wish to make this flight, come to the luncheon on the 20th and sign up. Full particulars as to where and how your flight will be handled will be explained during the luncheon program.

"In the meantime, we are looking forward with great pleasure to giving you that ride. I can guarantee you will enjoy every minute of it."

## **ROUND TABLE** PRIZE WINNERS

C. V. MORRIS Director, Trade Relations Reinhold-Gould, Inc. New York City

W. L. DOERING Sales and Promotion Manager Wholesale Division American Factors, Ltd. Honolulu, Hawaii

> J. A. BEIERWALTES Watervliet Paper Co. Watervliet, Mich.

HENRY SCHERCK General Sales Manager A. S. Aloe Co. St. Louis, Mo.

BRADFORD WYCKOFF Parish and Phillips Co. Miami, Fla.

WILLIAM B. ELSON Vice President and General Manager Utility Supply Co. Chicago, III.

## Taking the Sting Out of A Collection Letter

A fresh and new and quite human twist in a collection letter is contributed by H. H. Douthit of Darling & Co., Chicago, manufacturers of fertilizers, soil builders, and related products. It has limited possibilities for adaptation, but has succeeded in cleaning up a list of overdue accounts:

"This morning I'd like to throw a gun over my shoulder, call my dog, and go squirrel hunting. Just enough leaves have fallen that it would be a little hard for the squirrels to hide, but the noise made by walking through the leaves would be enough warning to give them a chance to pick out a hollow tree.

'Of course, we don't always get to dowhat we like most, because there are some things that just have to be done, and right now my job is to finish up collecting Fall fertilizer accounts that have not already

been paid.

"Thought it would make it a little easier for you, at least save you some time, if we would send you a statement showing total discounts for prompt payments. We have done this, and if your figures agree with the enclosed statement, will certainly appreciate remittance for \$458.97 to close your Fall account?" your Fall account."

# "Grovertown needed a bell and we got it for them"

"The only church in the village of Grovertown, Indiana, burned down. The men and women of the community rebuilt it...but they could not find a bell. So they came to Prairie Farmer-WLS. Two hours after we broadcast their need, listeners had offered them two bells. Later, more offers were received. So, because Prairie Farmer-WLS stood ready to help — and did — the church bell rings again in Grovertown." — B.D.B.



"Helping friends makes friends"
Burnelge D. Butla

President, Prairie Farmer and WLS

# Services like this have built real friendship

Finding a bell for a church is a big thing when measured in terms of friend-

ship and confidence—the "closeness" that inspires the asking. For generations the people of "Lincoln Land" have depended on Prairie Farmer-WLS—they know we are "their folks," with their interests always at heart. This creates a

# bond of confidence and belief

Where 14,000,000 People Mean Business which extends to the products and services introduced to "Lincoln Land's" prosperous millions by Prairie Farmer-WLS. They believe in our advertisers because they believe in us.



PRAIRIE FARMER
CHICAGO and
BURRIDGE D. BUTLER. President

Used as a TEAM they PENETRATE DEEPER

Booklets reviewed below are free unless otherwise specified and are available direct from the publishers. To facilitate handling, please use a separate letterhead for each request.

Plastics: The Story of an Industry. With the applications of plastics steadily increasing—from buttons, bugles, and brushes, to flashlights, fountain pens, and freezing units—the attention of industry is focused upon their economic future. The consumer wants to know: What are plastics? How are they made? What will they do for me? Where can I get training that will fit me to enter the industry? And the manufacturer wants to know: How many types of plastics are there? How are they molded? For what types of merchandise are they useful? What are their future possibilities? To answer these questions and any others that might arise, the Society of the Plastics Industry, Inc., has just published thus educational booklet on the plastics industry. It is available from the Society, 295 Madison Ave., New York 17, N. Y.

"Conservation Jobs for Servicemen."
Many veterans have the "itch" to remain in outdoor activity after being separated from the Armed Forces. To help this group, Sports Afield magazine has compiled a series of three articles, pointing out the opportunities for good jobs "out-in-theopen." Michael Hudoba wrote the articles, reprinted from the August, September and October issues of the magazine for distribution at Army and Navy Separation Centers. Mr. Hudoba discusses the various Federal agencies offering positions in the conservation field—with the qualifications and salaries of each, and lists 30 U. S. Forestry Schools. Did you know, for example, that an Aquatic Biologist can earn from \$2,000 to \$8,000 on a civil service basis? That a Forest Supervisor can earn from \$3,800 to \$4,600? Write to Sports Afield, Minneapolis 1, Minn. for copies of the booklet.

Timely Tips: DDT not only means trouble for the bug family—but it also has been causing many a headache for copywriters and distributors of products containing DDT. For a helping hand to guide DDT-worn advertising departments, why not try the bulletin on "Advertising and Selling Household Insecticides Containing DDT," published by the Division of Research, National Better Business Bureau, Inc., 405 Lexington Ave., New York, N. Y.? . . . Manufacturers interested in new techniques and processes in fabricating and beautifying metal products and assemblies may want to see the new Metal Craft Brochure, issued by L. F. Grammes & Sons, Inc., Allentown, Pa. . . . Did you know that more than 1,200,000 outlets depend on soft drinks for a substantial portion of their income? For a comprehensive review of the bottled soft drink industry—its operations, sales, statistics, and post-war potentials—especially prepared for business executives, sales managers, and advertising agencies, write to National Bottlers' Gazette, 80 Broad St., New York 4, N. Y.



A WHEAT "FLYING FARMER": Oscar Megert uses a small plane plenty around his 800-acre "place" near Colony, Okla. He's one of more than 100 farmers in Oklahoma who fly for business the year around. Farm flying is national now.

# Flying Farmers Offer Big Market for Light Planes

BIG market for light airplanes is appearing on farms and ranches. It was given a boost in late November when the Oklahoma Flying Farmers went national. This organization with a membership of well over 100 Oklahoma farmers who actually fly planes for workaday purposes became the nucleus for the National Flying Farmers Association—a new branch of the National Aeronautic Association. Nation-wide organization is proceding. It is expected thousands of farmers will join actively.

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The "flying farmers" idea took root in 1943 at an annual farmers' meeting held at Oklahoma Agricultural and Mechanical College in Stillwater, Okla. It happened that about 40 farmers from all over the Southwest attending the sessions flew to Stillwater in their own planes. They got together and talked up an organization. The next year more than 100 flew their own planes to Stillwater. This year the number nearly doubled. The Oklahoma Flying Farmers were firmly on their feet as an association.

Now the plan is to set up chapters in many states, possibly stimulated by state colleges as well as by N.A.A. Plane manufacturers are taking a keen interest. So are agricultural publications such as *The Farmer-Stockman* which boosted the Oklahoma Flying Farmers from the start.

Farmers may become "the biggest single market for light planes" in the opinion of stem-winders among flying farmers, because such people—especially in the wide open areas—have so many definite uses for aircraft; because there is more space in which to handle a plane around a farm or ranch than in a city; because so many young farmers have learned to fly in the Army and Navy.

Principal uses for planes today that save time and improve farming and ranching efficiency are: Fence riding, spotting stray animals, inspecting herds and extensive fields, spraying crops, even planting some of them, getting spare parts for machinery in a hurry, rushing perishables to market, locating covotes for organized hunts, making swift trips for all purposes.

# Result<sub>f</sub>ul Direct Aavertising

Planned, Created and Produced

by

D. H. AHREND CO.

has won

NATIONAL AWARDS in the Last 3 Years

Consultation Without Obligation In N. Y. Metropolitan Area. Elsewhere No Charge Will Be Made For Consultation If Our Proposals Are Accepted.

# D. H. AHREND CO.

325 to 333 E. 44 St., New York 17, N. Y. MUrray Hill 4-3411



# PACIFIC FISHERMAN

71 COLUMBIA STREET SEATTLE 4, WASHINGTON

VANCOUVER - PORTLAND - SAN FRANCISCO - LOS ANGELES

A MILLER FREEMAN PUBLICATION



What she spends to feed her family is a house-wife's own business... but wouldn't you like to know? The advertiser who shares her secret has knowledge instead of impression to go on when estimating his advertising effect.

Regularly since 1938, the Herald Tribune Continuing Home Study has asked readers personal questions . . . and gotten frank answers. They have enabled us to define our audience exactly: their earnings, their yearnings, their spending for needs and niceties . . . and much more. All with accuracy approaching the absolute.

Thus we can tell you just how much Herald Tribune families' food budgets have soared. Prewar, half spent \$13 or more weekly for food used at home. Today 4/5 are in this bracket. 44.1% of Herald Tribune families spend \$20 or more weekly. Facts like these, telling you how you can use Herald Tribune space profitably, are packed into every page of the

[120]

# Keep Your Territory And Your Territory Will Keep You!



By HARRY SIMMONS

You get out of a territory only what you put into it. How do you develop your territory? Do you actually cover it—or do you hop, skip, and jump through it? Many a man in many a territory calls on an occasional prospect here and there, and then hopes for some miracle to bring the rest into the fold.

Have you a regular calling plan of campaign? Do you write down a list of old names and new names you're going to call on every time you get into the territory? Do you ever make any cold canvas calls? Why not?

Every territory contains an average number of expects, suspects, and prospects. How many of these do you transform into customers? And how many casual customers do you develop into good customers? The test of a good salesman always has been—and always will be—the number of casual inquiries he can develop into good customers.

You know as well as I do, that too many men worry about getting more territory than concentrating on what they have. The grass on the other side always seems greener, but it's only an optical illusion. Men overlook the fact that a larger territory means more time, work, overhead, and more expense.

To scatter your effort over too much territory is like firing a load of buckshot at the stars and expecting a flock of customers to drop. These are days of concentrated attack and intensive selling. We don't go out with a shotgun looking for customers—we go out with a rifle.

The salesman with genuine vision (and a well-soled pair of shoes) will take a limited territory and build up a personal following that will produce orders with little expense, and will win a *real* cheer from the home office.

One good customer-friend is worth half a dozen prospects. Keep him happy; keep him satisfied; keep him coming your way. Duplicate that one good customer in every corner of territory, and first thing you know, you've got a territory that supports you in the style you'd like to become accustomed to.

Why not use your gray matter to build up what you already have rather than gamble on a territory that is an unknown quantity?

Keep your territory and your territory will keep you.

# How to Protect Yourself Against Law Suits When a Salesman Quits

Court decisions give helpful guidance to management on legal pitfalls to avoid in writing contracts of sales employment, especially with reference to clauses covering termination of service. Care is needed in agreements written to cover men working on commission.

BY LEO T. PARKER\*

Attorney at Law Cincinnati

URING the past few months the higher courts have rendered several unusually interesting and informative decisions involving various phases of the law on payments of commissions to salesmen and distributors. A large number of these cases involve interpretation by the higher courts of "termination" of contracts of employment. All cases can be read in detail in any good library by referring to specific citations for identification.

The fact that a contract of employment contains an unusual statement will not defeat the original intentions of the contracting parties.

# Terminology versus Intention

For instance, in Clay v. Ex-Cell-O Corp., 149 Pac. (2d) 177, reported August, 1944, the testimony showed that a man named Clay procured from a manufacturer of machines an exclusive agency contract for 90 days which provided that Clay should make "aggressive" sales efforts. During the 90-day period Clay made every effort to sell the machines and he did considerable sales work on a certain prospect. After his agency was terminated another representative of the manufacturer sold a machine to this prospect for \$32,500. Clay sued the manufacturer to recover the commission specified in the contract.

The employer contended among other things that Clay was not entitled to payment because the sale was made after the agency was terminated. However, the higher court held Clay entitled to receive payment and said:

"Where the services to be performed by the agent are severable, he may, in the absence of a contrary provision in the agency contract, recover for services performed before the termination of the relationship."

Therefore, it is quite apparent that a salesman who sells goods on commission is entitled to a commission on goods sold by him *during the continuance of the agency*, although the goods were not delivered or paid for, or even where the orders were not received by the employer, until after the termination of the relationship.

In other words, if the contract contemplates that the salesman shall receive compensation for sales made by the salesman he is entitled to a commission on sales procured by him, although the sales were actually consummated by the principal after the termination of the agency.

Frequently, the liability of a corporation on an employment contract depends upon the legal authority of an official to obligate the corporation.

The general rule is that the president, treasurer, secretary, and other officers of a corporation are merely its agents, appointed by the stockholders or the board of directors or trustees, and vested with such powers only as may be conferred upon them by the corporation, subject of course, to any express charter or statutory provisions.

On the other hand, if the corporation has clothed an officer or director



"Gentlemen, we are on the doorstep of a new era in frozen foods."

<sup>\*</sup> See also "Legal Angles to Watch in Your Contracts with Sales Agents," P. 109, Aug. 15, 1944, SM and "How to Keep Out of Hot Water in Writing Salesmen's Contracts," P. 108, March 15, 1944, SM.

Step out in HOUSTON...

. the South's Biggest Market

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First In CIRCULATION and ADVERTISING for the 33rd CONSECUTIVE YEAR

with an apparent authority to act for it in a particular business transaction and third parties have relied upon such apparent authority, the corporation will be bound by the acts of the agent.

For illustration, in Diederich v. Wisconsin Wood Products, Inc., 19 N.W. (2d) 268, reported July, 1945, it was shown that a salesman was employed by a corporation under a written contract which provided for commissions on all sales made by the

salesman, or made directly by the corporation to all customers which the salesman had sold or solicited in the past

On December 18, the corporation's directors voted against making a written contract to sell merchandise to the Nelson Co., one of the salesman's customers. However, on December 30 the salesman and the president of the corporation signed an order for shipment of not less than 6,500 tons nor more than 7,500 tons of wood fiber

TEMERO

Topica

as ordered from time to time during the year of 1943 by the Nelson Co. The salesman's contract expired December 31, one day after the sale contract was signed.

The testimony showed that the shipments of wood fiber were made to the Nelson Co. during 1943 and that they approximated the amount recited in the alleged contract. But each order was filled as it came in and no reference was made to the order of December 30, 1942. The salesman sued the corporation for commissions amounting to \$7,715.04.

The corporation defended the suit on the grounds that the December 30 contract was illegal because it was signed by the president of the corporation when knowing that the directors had voted against making a written contract with the Nelson Co. Also, deliveries of the wood fiber were made to the Nelson Co. after the salesman's contract of employment was terminated December 31.

#### Commissions after Termination

It is interesting to observe that the higher court held the salesman entitled to receive payment for full commissions. This court said:

"A president who is also general manager of a corporation has the implied power to do anything that the corporation could do within the general scope of its business. . . . Under the circumstances it is considered that the contract was validly executed on December 30, 1942, and plaintiff (salesman) is entitled to commissions on all orders shipped in 1943 pursuant to said agreement."

Considerable discussion has arisen



Just as game birds differ in their habits, so these buyers of office equipment and supplies are different. One group purchases for re-sale through regular retail outlets. The other, composed of executives of large organizations, buy for the use of their own firms. The rather indirect procedure of trying to cover both groups with the same copy or with one medium is obsolete.

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Use this double-barrelled combination with a combined total circulation of 14,000 with different copy directed to the interest of each group.

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#### **EXHIBITORS**

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The home building industry has center stage position for housing, re-employment and reconversion.

Almost coincidental with the early announcement of the Home Builders' Convention and Exposition, exhibit space was contracted for by nationally prominent firms. In fact, as of December 10, 180 exhibit spaces out of a possible 203 have been sold.

# FINAL OFFERING OF EXHIBIT SPACE

As the sale of space for the exhibition draws to a close, this announcement is being made to reach other industries interested in home building. Some may not have received our brochure and floor plan of the exhibit hall.

23 spaces remain unsold with prices ranging upward from \$400. Address your inquiry to Paul S. Van Auken, Convention and Exposition Director.

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And yet you may be doing just that. Manufacture There's a 7 billion dollar market you could encourage

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simply by letting these people know you'd welcome their business. For the Negro looks to his race press for guidance. Your advertising in the Negro papers can earn his confidence, good will and regular patronage.

But whether your product is cosmetic, food, drink, wearable, or anything else, it will pay you to write to Interstate United Newspapers, Inc., 545 Fifth Ave., New York, for the facts on the success stories built out of reaching this great and growing market through advertising. Write now!

# YE'CATCHERS



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#### NOW IS THE TIME

to reserve extra copies of SALES MANAGEMENT'S "1946 Survey of Buying Power," off the press of Buying Power," off the press on May 10. It is the only sure way to get those five, ten or twenty additional copies you may need. We were forced to turn down hundreds of extra copy re-quests for the 1945 Survey.

Each paid subscriber will get a copy. Additional copies will be available at one dollar each.

#### SALES MANAGEMENT

386 Fourth Avenue, New York 16, N. Y.

# "SELLING SIMPLIFIED"

#### By Leon Epstein, Sales Counsel

This stimulating series of pocket-size "refresher" bookiets will help you sell. Several hundred thousand sopies already distributed by executives to salesmen and customers; as enclosure and give-away. Available titles: (1) How to Say Hello, (2) Your Name Please, (3) Through Sales-Colored Glassos, (4) Calis and Calluses, (5) Selling Simplified, first title of series. The set of five titles \$1,00. Single copies 25c, ea. Sales Research Institute, 103 Park Ave., N. Y. C.

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et this successful direct mail advertising agency how you how to get leads for salesmen, cata-og inquiries, etc.

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from time to time over the legal question: When is an employer liable and responsible for contracts, guarantees, and statements made by sales man-

agers?

Generally speaking, an employer is liable on all contracts made by a general" agent whereas he may not be liable on contracts made by a 'special" agent, unless the latter is given unusual authority. Special agents are classified as ordinary employes such as clerks, stenographers, bookkeepers and salesmen. General agents are those who have charge of a business or a department of a business. Unless the employer has notified customers or purchasers that the authority of a general agent is limited, he is liable on contracts made by such general agent.

See Bylan v. Dossin's, 16 N.W. (2d) 704, reported January, 1945, where it was shown that a man named Bylan desired to obtain the agency for another line of beverages manufactured and sold by a corporation. Bylan called upon the state distributor of this beverage. Mr. Baushke, the sales manager, gave Bylan the exclusive agency of the beverage in a

rather small territory.

After Bylan had the agency for a few months, and had made no money during the summer, and the winter season was coming on, he notified Baushke that he would give up the agency. However, Baushke did not want Bylan to make a change and told him that if he would continue to carry on during the winter months, he would see that the distributor, Baushke's employer, "would make good the loss." After Bylan had lost considerable money his agency was terminated. Bylan sued the distributor for heavy damages. In holding the distributor liable, the higher court said:

"He (sales manager) evidently was vested with considerable authority. He

was sales manager . . .

#### **Beware of Broad Contracts**

Obviously a contract may be so broad that a sales manager is entitled to commissions on all sales made by his employer, so long as the contract so specifies.

For example, in Trucker Sales Corporation v. Potter, 137 Pac. (2d) 370, a corporation and a salesman entered into a written contract by the terms of which the salesman was appointed as "sales agent" on coal in a specified

territory.

Later controversy developed when the corporation refused to pay the salesman commissions on coal orders which came into the corporation's office from this territory without solicitation on the part of the salesman.

The lower court held the salesman entitled to commissions on these sales. The higher court upheld this verdict and said:

"In view of the construction placed on this contract, and the language of the contract itself, the court did not err in holding that plaintiff (sales man) was entitled to his commission on every ton of coal sold by the defendants (corporation), whether or not the purchaser was induced to buy as a result of the efforts of the plaintiff (salesman).'

### The Higher Court Speaks

It is important to know that the higher courts will not always construe an apparently "iron-clad" contract in favor of a salesman or distributor.

For example, in Malone v. Heresite & Chemical Co., 32 Atl. 178, it was disclosed that a company and a salesman entered into a written contract by the terms of which the latter was to be exclusive sales representative for the company's products in a certain and designated territory. Paragraph 3 of the employment contract provided that salesman should be entitled to commissions on the sales of 'our products in your territory whether to customers obtained by you or to customers already established therein during the life of this contract.'

The contract further specified that the contract may be terminated by either party giving 30 days written notice of cancellation to the other. In case of cancellation of the contract commissions were to be paid to the salesman on "all orders obtained by him prior to such termination and within six months thereafter," even though such orders were not filled prior to the expiration of such sixmonths' period.

Later the employment contract was cancelled by the company and the salesman sued the company to recover commissions on sales in the territory on orders procured by other salesmen during the six months after the termination date of the contract.

In refusing to construe the contract in favor of the salesman, the higher

court said:

"It seems clear that paragraph 3 provides for commissions on all sales in the territory during the life of the contract, and paragraph 10 provides for commissions during the six months' period following termination of the contract on orders procured by plaintiff (salesman)."

Modern higher courts consistently hold that all salesmen are entitled to recover commission payments specified in a contract unless the employer proves that the employe agreed to ac-

cept less.

For illustration, in Raspler v. Consumers Co., 11 N.W. (2d) 440, it was shown that a salesman was employed to take contracts and sell materials. He was paid a commission of 20% on cash sales and 15% on installment contracts. The employment continued for two years when the salesman quit work to engage in busi-ness for himself. He was paid all commissions earned on cash sales, but the company refused to pay him commissions of unpaid installment contracts.

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The officials testified that there was an agreement that the commissions on the deferred contracts were not to be paid unless the salesman remained in the employment. However, since the officials did not prove this contention the higher court held the company liable for full payment of commis-sions and said that all persons are entitled to recover payment based on reasonable value of their services.

# **Voiding Verbal Contracts**

The universal law, known as Statute of Frauds, among the several states, provides that verbal contracts are void which cannot be performed within one year. According to a new higher court decision this statute is not applicable with respect to a contract of employment, if the employe performs services in more than one state.

For illustration, in Oakes v. Chicago Fire Brick Co., 58 N.E. (2d) 460, reported February, 1945, it was shown that a manufacturer and a sales manager entered into a verbal employment contract in the State of Pennsylvania to be performed in the State of Illinois. By the terms of this contract the manufacturer verbally agreed to employ the sales manager for one year and pay him a stipulated salary of \$6,000 a year, payable at \$500 a month. The sales manager moved to Chicago and entered into the service of the manufacturer. He went to Cleveland, Toledo, Columbus, Cincinnati, and Dayton in the performance of his duties.

After the sales manager had been in the employment one month he was discharged. He sued the manufacturer for damages amounting to \$6,-347. The counsel for the manufacturer contended that it was not liable, and that the contract is unenforcable, because such contract was not to be performed within a year, and was not in writing.

However, since the sales manager had performed work in several states, the higher court held the Statute of Frauds not applicable. Thus the manufacturer was not liable in damages to the sales manager. This court said:

It was incumbent upon appellant

(brick company) to show that the agreement was to be performed wholly within this state."

If a contract is reduced to writing and the resultant instrument fairly sets out all the terms of the agreement between the parties in unambiguous language, the court may without much difficulty determine the legal rights of the parties. On the other hand, if a contract is verbal, the court will refer to all evidence to determine the original intentions of the parties.

For illustration, in Minor v. Narragansett Mach. Co., 42 Atl. (2d) 711,

reported July, 1945, it was shown that a manager sued to recover damages from his employer for alleged illegal discharge. He testified that the employer had stated to him verbally be-fore accepting the employment "the least time" for which the employer "would engage a man" as manager "was a year." The employer denied that he had employed the manager for a year, and, therefore, could terminate the employment at will. However, the manager introduced before the court a letter sent immediately after the employment which contained a sen-



CABLE G. VON MAUR, President Petersen-Harned-Von Maur in Davenport. -Women shopping in Petersen-Harned-Von Maur store.

# and here's a statement to prove it

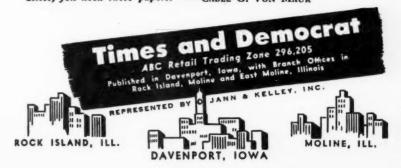
SINCE 1872 when our original store was only a one story building, we've advertised what we've had to sell in the Times and Democrat.

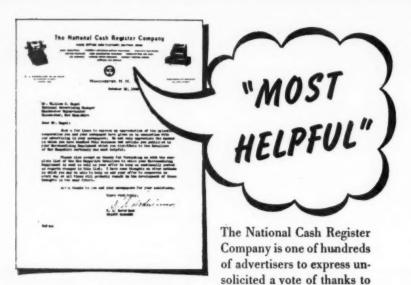
Our customers live in Davenport, Rock Island and Moline and the rural

areas of both Iowa and western Illinois. Naturally we spend our money

where it brings best results in actual sales.

Experience proves that display space in the Times and Democrat pays best. That's why over 70% of our entire advertising appropriation is spent in both these hometown papers. To do a job in the Tri-Cities, you need these papers." — Cable G. Von Maur





the Manchester Union-Leader for its effective, sales-building cooperation. Space in the Union-Leader, coupled with the excellent plus-services of its merchandising staff, does a real job of increasing sales in Manchester's great six county Primary Zone market of 359,000 people.

## EXTRA MERCHANDISING SERVICES GET RESULTS

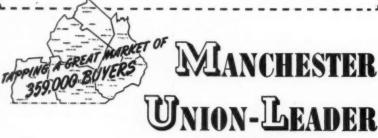
Full-time staff for pre-war type merchandising service—dealer display; surveys; printing and mailing letters, post-cards, broadsides, etc.

receive the same fair handling.

2 Careful attention to position treatment on all copy. Large and small space advertisements

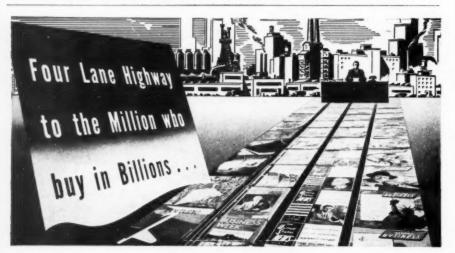
3 A well-established and influential trade paper. Also, a bimonthly Food News Letter covering important New Hampshire food and drug trade.

4 Enthusiastic cooperation of New Hampshire Association of Retail Grocers, aiding new product penetration, retail distribution and mass displays.



MANCHESTER, N. H.

NATIONALLY REPRESENTED BY GEORGE A. McDEVITT COMPANY



tence: "It gives me genuine pleasure to be able to offer this position to you at a minimum salary of \$9,000 per annum." In view of this evidence, the higher court held the employer liable for terminating the employment berore end of a year, and said:

"When the entire course of dealing between the parties, up to and including the writing of that letter, is taken into consideration, it is quite evident that the letter is but a link in the chain of circumstances which solves the question as to the duration of contract.

Modern higher courts consistently hold that records of tax deductions from a salesman's payments is conclusive evidence of the amount he was to be paid, particularly if he accepts these payments for a long period without any complaint.

## **Deductions Indicate Pay**

For example, in Replacement Parts Co., Inc., v. McCaughey, 40 Atl. (2d) 846, reported March, 1945, the suit involved a difference of \$2,453 which a salesman of automobile accessories and parts claimed was due him. He alleged that his employer had agreed to pay him \$15.60 per week for use of his automobile in addition to the agreed commission.

However, the employer introduced before the court pay envelopes to which flaps were attached showing "Total Wages" and deductions therefrom of "Old Age Tax;" "Unemployment Tax;" and "Social Security Tax." These envelopes did not indicate any allowance for automobile expenses in addition to the agreed commissions. And during three years employment the salesman had not complained.

Therefore, the higher court refused to hold the salesman entitled to a recovery.

All contracts having no definite duration are void, according to a new higher court decision. For example, in International Shoe Co., 53 N.E. (2d) 636, the suit involved an exclusive agency contract, in a specified territory, with no definite duration.

The higher court held that the manufacturer could terminate the contract, otherwise the distributor could have the exclusive agency forever.

Considerable discussion has arisen from time to time over the legal question: Can a purchaser make a valid contract with a salesman to purchase property listed by the owner with the salesman? The answer is "no," unless the contract between the seller and the owner of the property clearly authorizes the salesman to make such a sales contract. See Holway v. Mallow, 160 Pac. (2d) 893, reported September, 1945.

# Minnesota Poll\*

SALES PLANNING BULLETIN NO. 6

How will you have your COFFEE?

MINNESOTA POLL\* gets the facts on coffee drinking among Gopher State's 735,000 families.



98% of Minnesota families serve coffee for breakfast regularly.

69% of Minnesota families serve coffee for dinner regularly.

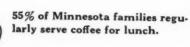


 $64\,\%$  of Minnesota families get the same brands of coffee each time they buy.



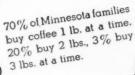
Minnesota farmers drink coffee more often than city and town







50% of Minnesota families regularly serve coffee between meals.





76% of Minnesota families buy coffee in jars, 11% in paper packages, 4% in cans, 3% in bulk.



Minnesotans in lowest economic group drink more coffee than those in above average and average groups.





The Minnesota Poll, an impartial, scientific weekly public opinion and sales planning survey, is one of many public service features which build reader regard for the Minneapolis Star-Journal and Tribune.

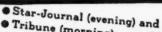
Example: the Norway reports of Hjalmar Bjornson, Minneapolis Tribune correspondent in that war-ravaged land, who serves as newspaperman and courier of family tidings between Norwegians and their cousins in the Upper Mississippi Valley. Bjornson's

heartwarming stories of friends overseas, plus his memorable interviews with Norway's great men, provide another best-read feature for two of America's best-read newspapers.

# Minneapolis Star-Journal

Minneapolis Tribune

JOHN COWLES . President



Tribune (morning)-over 380,000

Sunday Tribune-over 425,000



Thanks to our clients' confidence in us...in our ability to plan and produce sales campaigns that "hit the mark"... D. H. Ahrend has grown steadily, expanding its services and facilities as clients' demands have increased.

The old quarters at 52 Duane Street grew so tight, we had to find new ones that would fit and give us more room to grow along with our clients.

So here we are — at 325 to 333
East 44th Street — right in the heart of things—with enough space to keep on extending facilities for a Complete Advertising Service that meets all requirements of old friends as well as new ones.

Let a qualified Ahrend Executive discuss your sales promotion problem. No obligation in the New York Metropolitan area; no charge for consultation anywhere when our proposals are accepted. Call MUrray Hill 4-3411 or write TODAY.

Ahrend Clients Have Won Sixteen National Awards Within the Past Three Years.

# D. H. AHREND CO.

Advertising

DIRECT MAIL DIVISION 325 to 333 E. 44th St. New York 17, N. Y. MUrray Hill 4-3411

# British Business Backs Young Executive Training

To gird England for world-wide competition, British industrialists and merchants are giving youth a chance to prove its stuff.

A Business Administrative Staff College has just been set up near London to put promising men aged 28 to 34 through a stiff three-month course in business administration, organization, and leadership.

Termed the businessman's equivalent of Sandhurst, Britain's West Point, this new staff college is backed by a grant of \$40,000 from the Nuffield Foundation, and the Court of Governors is headed by Geoffrey Hayworth, chairman of the board of Lever Bros. and Unilever Ltd. Lord Woolton, Britain's Minister of Food and now chairman of Lewis's Ltd. department store, is the sponsor of the college.

Candidates for the college are nominated by their municipalities, trade unions and private employers. East prospective student is old enough to have demonstrated real executive ability and not too old to readily absorb new training. Some 70 students are expected for the first course.

While the students will take definite courses, it is expected that they will pool their knowledge and educate each other on methods, routines, and special plans for particular jobs.

Students will learn to cope with such problems as converting themselves from a specialist into a general management executive. It will be emphasized that business requires a wide range of ability.

A sum of \$180,000 a year will be required to operate this non-profit college. The fee for each student is to be \$400 for the three-month course, part of which may be paid by the municipal, trade or private employer who nominates the candidate.

## **Attention Librarians**

Several typographical errors have crept into recent issues of SM. To set your records straight, the correct Volume and Number for the following issues are: July 1, 1945: Vol. 55, No. 1; October 15, 1945: Vol. 55, No. 8; November 1, 1945: Vol. 55, No. 9; November 15, 1945: Vol. 55, No. 10.

With this issue, the Volume changes to Volume 56, Number 1.

# Tobacco Market Breaks More Records!

Winston-Salem's tobacco market has shattered all records since 1919 . . . selling more tobacco at higher prices. In one day's selling recently the average was \$46.24 per hundred pounds.

What does this mean to the advertiser?

Simply this: That the farmers in this rich agricultural area now have *more* money to buy the things you're beginning to want to sell.

The PLUS purchasing power represented by "yellow gold" when added to Winston-Salem's tremendous industrial activity makes this a "must" market in North Carolina by any comparison.

# JOURNAL and SENTINEL

Winston-Salem, North Carolina

National Representatives: KELLY-SMITH COMPANY

# Promotion

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### **Brand Conscious Youth**

Fawcett Publications, Inc., and National Comics Group, recently made a survey among the youth (ages 8-20) of the Nation which brought forth the salient fact that the group as a whole is intensely brand conscious. Items polled include soap, candy, hair preparations, soft drinks. Material was gathered in 41 urban communities, from 5,058 respondents by Stewart, Brown & Associates. The result, "Brand Preferences of Young America," can be had upon request to Research Department, Fawcett Publications, Inc., 347 Madison Avenue, New York City.

#### Ninth of a Series

The Ninth Annual Study of the radio listeners of Kansas is available to those interested. A large (88-page), loose-leaf book, it goes deep into station preferences, radio sets (condition thereof), lists survey districts and contains a map showing the areas. Interesting sections: commentary on irksome advertising; more of the same on reception trouble in Kansas. Write Ben Ludy, General Manager, WIBW, Topeka, for a copy.

### Query

"So You Think You Know Washington?" a loose-leaf, heavy-bound book, with clever art work—mixing fact with humor—is available from WTOP, Washington, D. C. It explodes a lot of mis-information on the capitol. Sample—even in wartime less than half of the capitol's workers have been employed by the Government. Good, meaty stuff for those who have been looking askance at D. C.

#### C.A.B. Guide

Members of the new and expanded Cooperative Analysis of Broadcasting will want the organization's booklet, the first ever published by the C.A.B. It has all the information which could be desired on the functions and purposes of C.A.B.—including history, workings, and aims. Even non-members, concerned with commercial radio, will find the booklet helpful in evaluating the averagt size, composition, and distribution of their radio audiences. Write the C.A.B., 11 West 42nd St., New York 18, New York.

**S.M. Tips Its Hat...** to KMOX, for its handsome, "No Stronger Link" (Meaning the link that connects a common interest and the people of a community). It's a graphic and brisk summing-up of the part KMOX played

in keeping St. Louis informed about news and the war . . . to The Tri-Valley Group (of Texas newspapers) for its brochure, "The Strangest Street in America," a break-down of the population and income of this community of 42 suburban-type cities and towns which the newspapers of The Tri-Valley Group serve . . . to The Charlotte (N.C.) News for its promotional piece which points up its position as the only evening newspaper for a 349-odd million-dollar market, together with salient facts about that market. Write I. W. Williams, adver-

tising manager for a copy. . . . . to Philadel phia Record for its thoughtful "Three Star Market," a comprehensive study of Philadelphia as a market. Philadelphia boasts a 14-county trading area containing 3,874,000 patrons—making it America's third largest market. The book breaks down that market, statistically and graphically—taking the three sections, the Jersey market, the liberal market, the conservative market, and showing how the Camden Courier-Post and Record serve in terms of thinking habits—not spending habits.



# Buying Power is UP 14½% in Lawrence!

Deposits in commercial, savings and co-operative banks of Lawrence's ABC City Zone reached a new high total in October 1945 . . . \$138,846,364.69. An increase of  $14\frac{1}{2}$ % over October 1944! This impressive amount reveals the sales potential in the lucrative Capital of the Woolen and Worsted Textile Industry in America. Lawrence is booming with textile orders — and increased buying power!



Lawrence is best reached through the daily EAGLE-TRIBUNE. 82% home delivered. Read in 95 out of 100 homes. Net paid circulation, 35,284 (A.B.C.).

Serving hundreds of national advertisers

# The EAGLE-TRIBUNE

LAWRENCE, MASSACHUSETTS

WARD-GRIFFITH CO. - NATIONAL REPRESENTATIVES

# Media & Agency News

Magazines

Glamour is announcing a \$20,000 contest among its readers—with two private living suites as prizes—each worth more than \$10,000 in construction, equipment and furniture. For working girls only—the contestant must type, in not over 500 words, a description of the respondent's living arrangement with her family and explain how it prevents privacy and independence. She must also draw a rough floor plan of the house as it is now. She must then type, again in not more than 500 words, a description of how she could achieve privacy by remodeling the home.

In addition to the living suites there will be 10 additional prizes, each of a \$100 War Bond, for runners-up. Winners will be announced by April 1,

1946.

The United States News Publishing Corp. announces that it will shortly issue a new weekly newsmagazine to be called World Report. Its western sales manager will be Frank B. Keogh, and its national advertising sales manager is Edward H. O'Mara.

A new newsletter weekly, The Magazine Weekly has just made its debut... Lee Wilson has been named production director of all Fawcett Publications... George H. Tagatz has been appointed midwest bureau chief

of Pathfinder. . . . Formation of an editorial board, effective Jan. 1, consisting of four ranking editorial executives, is announced by Newsweek.

#### Agencies

Col. Tom Lewis, who left Young and Rubicam, Inc., in 1942 to head the Armed Forces Radio Service, is returning to the agency as vice-president and a member of the executive committee and the plans board. He will be in entire charge of radio. Col. Bryan Houston, Young and Rubicam vice-president, has returned from the Army and will be in charge of the agency's new business. . . . Rufus Choate, formerly a Lt. (U.S.N.R.) has returned to Donahue and Coe, Inc., as a vice-president. . . . Henry G. Little is announced as vice-president in charge of the Chevrolet account, for Campbell-Ewald Co. . . . Harry Brown, formerly retail advertising manager of the New York Herald-Tribune, has joined Pedlar & Ryan, Inc. . . . Hugh McKay is joining Maxon, Inc., as an executive vice-president with headquarters in New York City.

Kennon Jewett has been elected a vice-president of William H. Weintraub & Co., Inc. . . . Lt. Col. Don Colvin, who has recently been released from the Army, has joined Leo Burnett Co., Inc., as an account executive. . . . Edward W. H. Lumsden, of



Hugh McKay is a new executive vice - president of Maxon, Inc. agency.

McCann-Erickson, Inc., has left for Caracas, Venezuela, where he will open a branch office for that company. . . . James L. Moloney has joined the New York City office of Ruthrauff & Ryan, Inc., as an account executive. . . . Lt. Com. B. B. Banks has joined Hill Advertising, Inc., as an account executive, following terminal leave from the Navy. . . . Lt. Robert E. Finn has joined the staff of Reincke-Ellis-Younggreen & Finn, Inc., Chicago. . . McCann-Erickson, Inc., has concluded an associate-agency arrangement with Publicidad Augusto Elias, S.A., Mexico City.

Accounts . . . Reynolds International Pen Co., Chicago, to Maxon, Inc. . . . Fuller Brush Co. to Wm. B. Remington, Inc., Springfield. . . . Savarin Coffee to S. A. Schonbrunn Co., Inc. . . . Silex Co., Hartford, to The Albert Woodley Co., New York City. . . . The Pharma-Craft Corp., to J. Walter Thompson Co., to handle advertising of Fresh Deodorant. . . . The Pan-American Coffee Bureau and the Joint Coffee Promotion Committee to Tom Fizdale, Inc., to direct and handle public relations. . . . Southern Fruit Distributors, Inc., to S. Duane Lyon, Inc. . . . Welch's Quality 5c Candies to Charles W. Hoyt Co., Inc. . . . Food Trade News to J. M. Korn & Co. . . . Philosophical Library, Inc., book publisher, to Charles M. Storm Co., Inc.

#### Newspapers

The Advertising Research Foundation announces that it will measure the readership of weekly newspapers. A special project, the Continuing Research Foundation, with Charles C. Carr as chairman, has been set up to do the job. Six weeklies will be studied during the first year of the program.

Harley L. Ward, Chicago, has been appointed western representative of The National Comics Group. Francis M. Culver, after three years with the Armed Forces, has been named advertising manager and will have his head-quarters in New York City. . . . Victor Modeer, who served as a Captain in Army Intelligence Corps, has resumed







In a recent program to help its Nationwide Distributor Organization achieve efficient, attractive showrooms, the American Radiator and Standard Sanitary Corporation presented a plan which has been enthusiastically received everywhere.

The plan was presented to the Distributors by American-Standard Salesmen who were equipped with a kit containing a model showroom and scaled models of the products to be displayed (photo). The flexible floor plan could be conformed to almost any size showroom, allowing the Distributor to choose his own setting and enabling him to see exactly how it would look. A pre-fabricated showroom was then ordered through Gardner Displays who produce them on a quantity basis at a minimum of expense to the individual.

Result:—A sales-stimulating showroom for the Distributor... overall uniformity for American-Standard... and another well-designed and successfully executed job by Gardner.

# ---- Gardner Displays

#### **DESIGNERS AND BUILDERS**

477 Melwood Street • Pittsburgh 13, Pa. • Mayflower 9443

516 Fifth Avenue New York 18, N. Y. Vanderbilt 6-2622 185 N. Wabash Avenue Chicago 1, Ill. Andover 2776

810 Book Tower Building Detroit 26, Mich. Randolph 3557

# Sales Cases.

Include the designing and ordering of your Sales, Catalogue, Brief and Zipper' Ring Binder Cases in your Post War Plans. Our designers are ready to help.

-WRITE---

ELLIS-SCOTT LEATHER PRODUCTS CO.

> 118 S. Pennsylvania Indianapolis 4, Ind.

Smith, president of the Ohio

Smith, president of the Ohio
Rubber Company.
A 20-acre site facing Cherry
Ave., 600 feet north of Artesia
Blvd., has been obtained by the
company and crection of a million dollar factory will be started
by March 1. Completion of the
plant and first
scheduled some

his position as advertising manager for St. Joseph News-Press and Gazette, following his discharge.

#### Radio

The American Broadcasting Co. announces that it has settled, out of court, its differences with Associated Broadcasting Corp., which had filed suit to enjoin American from using the call letters ABC. Following the amicable settlement American is now free to use ABC as its identification. Associated will use ABCS to identify its transcontinental network. American also announces a realignment of executive operations and the election of two vice-presidents. Fred Thrower, Jr., has been named vice-president in charge of sales, and John H. Norton, Jr., is the new vice-president in charge of stations



ver, San Francisco and Oakland.

three families.

Press=Telegram

To sell Long Beach, California it's the

Press-Telegram, read by two out of every

FRED THROWER, JR., is now vice-president in charge of sales at A. B. C. JOHN H. NORTON, JR., is in charge of stations, American Broadcasting



CBS announces that nine of its programs and artists, and two of the network's departments-News, and Press Information-were voted best in their fields by 600 radio editors, columnists and critics of the U.S. and Canada in Motion Picture Daily's Tenth Annual Fame Poll. At the same network Nathan Halpern is named as executive assistant. Bob Benedick is appointed director of Mobile Operations at CBS Television station, WCBW. . . . Philip R. Herbert is the new sales manager of the Ohio Network.

### **Business Papers**

The Haire Publishing Co. announces a new addition to its roster of mer-chandising magazines. The new publi-cation will be called *Ready To Wear* and the first issue will appear in early 1946. . . . Lt. Com. David Biberman has been appointed promotion manager of Fawcett's Cosmetic and Drug Preview. . . . Bill Andrews has joined Metal-Working Equipment as Cleveland-Detroit territorial representative. Frank D. Thompson, Jr., has rejoined Electrical Equipment, which with Metal - Working Equipment is published by Sutton Publishing Co., Inc., as western manager. . . . John A. Sanborn has been named sales manager of Electronic Industries.

David Marcus, who was associated with Printer's Ink for 34 years, 16 of them in the post of general manager, has been appointed business manager of Cleaning and Laundry World. . . . American Helicopter Magazine has made its initial appearance. Alexis Droutzkoy is the editor. . . . As a service to buyers of shoes, Fairchild Publishing Co. will initiate a new pocket-size footwear directory for fall, 1946.



GEORGE DELANEY, the new s-m of The Wall St. Journal.

# LONG BEACH, CALIFORNIA Selected! Ohio Rubber Factory Here Another million-dollar industry locates in Million-dollar Plant Long Beach, center of industrial expansion. on Cherry Ave. Will Prior to this, Long Beach building permits in October totaled \$1,682,740 placing Long Be Erected Soon Beach fifth among cities in eleven western Selection of Long Beach as states preceded only by Los Angeles, Denthe site for a major manufac-turing plant was announced this afternoon by Franklin G.

Selection of I site was due la est manifest by ber of Commerce Represented Nationally by WILLIAMS, LAWRENCE and CRESMER CO. Members: Metro Pacific Comics, Pacific Parade, Nancy Sasser Groups.

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# Reincke · Ellis · Younggreen & Finn

announces

that as of January 1 · 1946 the corporation name

\_\_\_\_ will be \_\_\_\_

# Reincke, Meyer & Finn

Advertising

520 NORTH MICHIGAN AVENUE CHICAGO

> JOSEPH H. FINN · Chairman WALLACE MEYER · President CHARLES A. REINCKE · Secretary-

\*

\*

# Sales Management High-Spot Cities

# Retail Sales and Services Forecast for January, 1946

No let-up is seen for the seemingly insatiable demand for retail goods and services, and as a matter of fact the index number has edged up since V-J day, reflecting the return of many goods to the counters and the transfer of millions of service men and women from Uncle Sam's payroll to civilian status.

The figures do not confirm the popular belief that there will be a boom of at least three year's duration, but the trend slant is definitely N. by N.E. at the

moment.

War-boom cities are cooling off but, nevertheless, continue to lead the nation in comparison with 1939. The 15 top cities in city-index are: Witchita, Kan., 360.1; San Diego, Calif., 342.1; Knoxville, Tenn., 300.3; Portsmouth, Va., 290.1; Oakland, Calif., 282.5; San Jose, Calif., 261.3; Tacoma, Wash., 257.3; Topeka, Kan., 257.2; Chester, Pa., 250.1; Mobile, Ala., 235.6; Akron, O., 235.1; Seattle, Wash., 235.0; Evansville, Ind., 234.3; Lansing, Mich., 228.0; Jackson, Mich., 227.5.



SALES MANAGEMENT'S Research and Statistical Department has maintained for several years a running chart of the business progress of approximately 200 of the leading market centers of the country. Some important cities are omitted because month-to-month data on their bank debits are not available. These bank debits reflect 95% of all commercial activities, are the most reliable indicators of economic trends, and are used as a basic factor in SM's estimating.

The estimates cover the expected dollar figure for all retail activity, which includes not only retail store sales, as defined by the Bureau of the Census, but also receipts from business service establishments, amusements and hotels. These last three items are forms of retail expenditure which belong in the grand total, since they are just as much examples of retail expenditures as the purchase of coffee in a food store or apparel in a clothing store.

Two index figures are given, the first called, "City Index." This shows the ratio between the sales volume for this year's month and the comparable 1939 month. A figure of 175.0, for example, means that total retail sales and services in the city for the month indicated will show a probable increase of 75% over the similar

1939 month. . . . The second column, "City-National Index," relates that city to the total probable national change for the same period. A city may have a sizable gain over its own past, but the rate of gain may be less than that of the Nation. All figures in the second column above 100 indicate cities where the change is more favorable than that for the U.S.A. The City-National figure is derived by dividing the index figure of the city by that of the Nation. The third column, '\$ Millions" gives the total amount of retail sales and services estimate for the same month as is used in the index columns. Like all estimates of what will happen in the future, both the index and the dollar figures can, at best, be only good approximations, since they are necessarily projections of existing trends. Of greater importance than the precise index of dollar figures is the general ranking of the city, either as to percentage gain or the total size of the market as compared with other cities.

In studying these tables three primary points should be kept in mind:

- 1. How does the city stand in relation to its 1939 month? If the "City Index" is above 100, it is doing more business than in 1939. This is true currently of all 200 cities.
- 2. How does the city stand in relation to the Nation? If the "City-National Index" is above 100, it means that the city's retail activity is more favorable than that of the Nation as a whole.
- 3. How big a market is it? The dollar volume reflects quantity of expenditures for sales and services. In the tables readers will find many medium-size cities with big percentage gains but small dollar expenditures, many big cities with small percentage gains but big dollar expenditures.

(These exclusive estimates of retail sales and services are fully protected by copyright. They must not be reproduced in printed form, in whole or in part, without written permission from Sales Management, Inc.)

★ Cities marked with a star are Preferred-Cities-of-the-Month, with a level of sales compared with the same month in 1939 which equals or exceeds the national change.

RETAIL SALES AND SERVICES
(S. M. Forecast for January, 194)

Forecast for		1940)
City	City Nat'l	5
Index	Index	Millions

UNITED STATES 174.7 100.0 \$6340.00

#### Alabama

★ Mobile	235.6	103.9	8.00
* Birmingham	181.5	134.9	20.50
Montgomery		80.0	4.55

Suggested Uses for This Index

(a) Special advertising and promotion drives in spot cities.
(b) A guide for your branch and district managers.
(c) Revising sales quotas.
(d) Basis of letters for stimulating salesmen and forestalling their alibis.
(e) Checking actual performance against potentials.
(f) Determining where post-war drives should be localized.

#### As a special service

this magazine will mail 20 days in advance of publication, a mimeographed list giving estimates of Retail Sales and Services volumes and percentages for approximately 200 cities. The price is \$1.00 per year.

# LOCAL BOYS



According to legend, smart boys seek success away from home. This is a different kind of success story. Its heroes—the retail grocers of Hempstead Town—saw a fortune in *local* opportunities... promoted them into a \$76,200,000 sales volume in 1944.\* They rung up \$272 in food sales per person... bettering the Nassau County average by \$58, the New York State by \$83, and the national average by \$125.

Make the most of the lush opportunities Hempstead Town offers sellers of food products. Take a tip from the retail grocers... who choose the local newspaper for their advertising copy, because it is the only medium geared to cover, plumb, the range of housewives' everyday interests. In the first ten months of the year, local grocers addressed 360,490 lines of advertising to the 40,000 housewives who pay the higher price of  $4\phi$  a copy for the Nassau Daily Review-Star...83% more than appeared in any other newspaper read in this market... more than twice the retail grocery linage of the top-ranking New York City newspaper.

You'll find an effective advertising teammate in the grocers who use the Nassau Daily Review-Star... pioneer daily in Hempstead Town, and a prime factor in the development of the market...the newspaper which usage stresses as the food-selling medium in the Hempstead Town market.

\*Sales Management 1945 Survey of Buying Power.



Published daily, except Sunday—4c a copy

HEMPSTEAD TOWN, LONG ISLAND, N. Y. Executive Offices: ROCKVILLE CENTRE, N. Y.

Nat'l, Reps.: LORENZEN & THOMPSON, Inc., N. Y., Chicago, St. Louis, San Francisco, Los Angeles, Detroit, Cincinnati, Kansas City, Atlanta

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High spot listings demonstrate Wichita's genuine ability to buy. ABC circulation reports provide the key to sell Wichita's buying families,

The Wichita Eagle is the accepted home newspaper . . . 98% home delivered . . . reaching several thousand more Wichita homes, morning and evening. The Wichita Eagle is first in classified advertising, proving greater reader confidence; first, too, in news content, and the first newspaper in Kansas to use Air Express to speed distribution.

By serving its readers best in a valuable, compact market, the Wichita Eagle serves advertisers best.



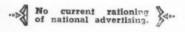
# 100% / PLUS •

Woonsocket Call circulation in the ABC city zone these days is greater than the number of occupied dwelling units as shown in the 1940 census. We'll gladly send you a copy of our monthly circulation breakdown on request.

## THE WOONSOCKET CALL

Woonsocket, R. I.

Representatives: Gilman, Nicoll & Ruthman



# *Sales Management* High-Spot Cities

(Continued from page 138)

/6 M D			
(S. M. Forecast	for J		1946)
	City	City Nat'l	
Arizona	ndex	Index	Millions
	225 4	120.0	£ 00
Tucson			5.08 8.84
Arkansas			
Fort Smith Little Rock		98.1 97.7	3.50 9.73
California			
★ San Diego	342.1	195.8	21.65
★ Oakland	282.5	161.7	38.77
★ San Jose ★ Long Beach	261.3 215.4	149.6 123.3	8.65
★ Stockton	202.6	116.0	2.71
★ Berkeley	200.2	114.6	5.86
Fresno	199.3	114.1	8.17
★ San Bernardino	198.3	113.5	4.39
★ Los Angeles	197.6	113.1	135.24
★ Pasadena	176.6	101.1	8.00
San Francisco Santa Ana	170.8 157.5	97.8 90.2	46.14 3.96
Santa Ana Santa Barbara .	145.7	83.4	5.58
Sacramento	134.2	76.8	8.56
Colorado	475 (	100 (	2.44
★ Colorado Springs	175.4 174.3		3.44
Denver Pueblo	170.6		28.00 3.07
Connecticut			
Hartford	168.1	96.2	18.12
Bridgeport	155.7	89.1	13.45
Waterbury Stamford	153.6 150.3	87.9 86.0	7.08 5.26
New Haven	147.2	84.3	14.45
Delaware			
Wilmington			13.40
District of Colu Washington			72.20
Florida		2210	
★ Miami	225.4	129.0	24.57
★ Tampa ★ Jacksonville	222.3	127.2	7.08
	185.6	105.1	9.18
Georgia ★ Savannah	224.0	128.2	6.45
★ Macon	214.4	122.7	4.60
★ Columbus	201.2	115.2	3.83
★ Atlanta	191.3		
Albany	165.4		6.07
Augusta	151.6	86.8	4.28
Hawaii ★ Honolulu	312.0	178.6	38.00
Idaho		_ / 50	20.00
	100.2	1000	4 2 4
A Daice		108.9	4.34
	190.5	20012	
★ Boise  Illinois ★ Rockford			7.11

RETAIL SALES AND SERVICES
(S. M. Forecast for January, 1946)

City

5,		City		
	City	Nat'l Index	S Millions	
	Index	Inaex	Muttons	
Illinois (Cont'	d)			
Chicago	1/= 0	95.7	175.40	
East St. Louis	. 164.3	94.0	4.32	
Springfield Moline-Rock Is-		83.9	. 4.75	
land E. Moline		78.2	5.60	
Indiana				
Evansville		134.2	8.75	
★ Fort Wayne Gary		104.5 95.0	9.38 7.12	
Indianapolis		94.6	29.00	
South Bend			8.10	
Terre Haute	. 160.1	91.6	5.63	
Iowa				
* Sioux City	. 177.0		5.50	
Des Moines			12.15	
Cedar Rapids Davenport		91.9 89.5	5.50 4.90	
	,	0,1,2	.,,	
Kansas				
★ Wichita		206.1	14.25	
★ Topeka ★ Kansas City			5.88 9.00	
	. 20110	20711	2100	
Kentucky				
★ Louisville			24.75	
Lexington	. 155.2	88.8	4.85	
Louisiana				
New Orleans .	. 155.0	88.7	25.00	
Shreveport			6.92	
Maine				
_	150.1	00.5	2.26	
Bangor		90.5 87.5	3.25 6.80	
	. 172.0	07.5	0.00	
Maryland				
★ Baltimore	. 182.5	104.5	66.20	
Cumberland	. 142.6	81.6	5.15	
Massachusetts				
New Bedford .			6.15	
Holyoke			3.30	
Springfield Worcester			13.00 12.75	
Fall River			5.72	
Lowell		84.2	5.55	
Boston	. 140.7	80.5	61.50	
Michigan				
★ Lansing	. 228.0	130.5	9.80	
★ Jackson			5.50	
★ Detroit			125.00	
★ Battle Creek ★ Kalamazoo			4.65 7.18	
Grand Rapids			13.65	
Flint			13.16	
Bay City Saginaw			4.40 6.43	
Muskegon			4.25	
Minnesota				
Minneapolis .				
St. Paul Duluth				
	/	01.0	2 3	
Mississippi				
★ Jackson	. 180.5	103.3	5.90	
Missouri				
	100	1000	4.20	
★ Springfield ★ Kansas City				
St. Joseph				
St. Louis				
Montana				
	164-	04.3	2 60	
Billings	164.7	94.3	3.60	

RETAIL SALES AND (S. M. Forecast for Jo			RETAIL SALES AND SERVICES (S. M. Forecast for January, 19 City	46)
City	Nat'l Index	\$ Millions	City Nat'l Index Index M	\$ illions
Nebraska			Pennsylvania (Cont'd)	
★ Omaha 187.3	107.2	15.45	Lancaster 143.2 82.0	5.25
Lincoln 141.5	81.0	5.64	Williamsport . 143.0 81.9	2.95
			Altoona 142.4 81.5	5.50
Nevada			Johnstown 140.5 80.4	5.26 7.17
Reno 184.2	105.4	4.10	Harrisburg 138.6 79.3 Scranton 125.0 71.6	7.20
New Hampshire			Reading 121.5 69.5	7.35
Manchester 135.3	77.4	4.95		
	//	4.93	Rhode Island	25.75
New Jersey			Providence 170.6 97.7 Woonsocket 142.1 81.3	25.75 3.30
Paterson 189.1	108.2	15.25		3.50
Passaic 164.3 Newark 160.4	94.0 91.8	6.35 40.00	South Carolina	
Camden 147.1	84.2	8.35	★ Spartanburg 185.8 106.4	3.94
Trenton 123.5	70.7	9.00	★ Charleston 180.5 103.3	4.85
Jersey City-			★ Greenville 175.4 100.4 Columbia 154.6 88.5	5.25 4.92
Hoboken 115.0	65.8	20.25		4.74
New Mexico			South Dakota	
Albuquerque 186.7	106.9	3.67	★ Sioux Falls 183.6 105.1	4.30
			Tennessee	
New York				10.60
Elmira 196.2	112.3	3.82	★ Knoxville 300.3 171.7 ★ Nashville 175.2 100.3	10.60
Hempstead Twsp 170.1	97.4	19.25	Chattanooga 160.5 91.9	8.6
Schenectady 169.3	96.9	6.70	Memphis 151.7 87.4	21.75
Niagara Falls 166.8	95.5	5.10	Towas	
Binghamton 162.4	93.0	6.70	Texas	
New York 160.2	91.7	400.00	Fort Worth 208.7 119.5	15.00
Rochester 160.2 Jamestown 155.3	91.7 88.9	22.00 2.40	★ Houston 205.5 117.6 ★ Corpus Christi . 196.0 112.2	34.50 6.8
Buffalo 145.0	83.0	30.75	Beaumont 192.7 110.3	4.3
Troy 137.1	78.5	3.70	★ Dallas 187.3 107.2	28.24
Syracuse 136.5	78.1	13.50	★ San Antonio 185.0 105.9	16.2
Utica 126.9 Albany 125.2	72.6 71.7	5.82 7.85	★ El Paso 177.5 101.6 Amarillo 174.1 99.7	5.10 3.60
	/ 1./	7.03	Wichita Falls . 170.4 97.5	3.10
North Carolina			Austin 166.2 95.1	4.08
★ Durham 210.5	120.5	5.10	Waco 166.2 95.1 Galveston 140.3 80.3	3.62
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★ Charlotte 175.3 Greensboro 161.6	100.3 92.5	9.25 4.95	Utah	
Winston-Salem . 141.4			★ Ogden 210.2 120.3	5.25
Raleigh 126.0	72.1	2.27	Salt Lake City . 147.6 84.5	15.30
North Dakota			Vermont	
★ Grand Forks 190.4	109.0	2.15	Burlington 132.3 75.7	2.75
Fargo 155.2			*7	
Ohio			Virginia	
		40.50	★ Portsmouth 290.1 166.1	3.1
★ Akron 235.1 ★ Cleveland 192.1	134.6		★ Norfolk 196.7 112.6 ★ Newport	11.7
★ Canton 183.6			News 185.0 106.0	2.4
★ Dayton 181.7	104.0		★ Richmond 177.5 101.6	19.5
Toledo 164.0			Roanoke 135.8 77.7	5.5
Cincinnati 160.2 Columbus 157.3			Lynchburg 125.4 71.8	3.9
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Springfield 150.4			★ Tacoma 257.3 147.3	11.8
Zanesville 133.8	76.6	3.45	★ Seattle 235.0 134.5	45.5
Steubenville 130.6	74.8	3.37	Spokane 161.4 92.4	12.4
Oklahoma			Wast Virginia	
Tulsa 172.0	98.5	13.90	West Virginia	
Muskogee 166.1	95.1	2.50	★ Huntington 184.2 105.4 Charleston 153.0 87.6	6.1 7.6
Oklahoma City . 151.8	86.9	18.85	Wheeling 123.4 70.6	4.6
Oregon				
★ Portland 220.0	125.9	43.50	Wisconsin	
Salem 170.2			★ Milwaukee 206.2 118.0	43.0
			★ Superior 201.5 115.3	3.3
Pennsylvania			★ Madison 180.8 103.5 ★ Sheboygan 176.7 101.1	6.5
★ Chester 250.1			Manitowoc 170.2 97.4	1.9
★ York 191.4 ★ Erie 182.3	109.6		Green Bay 160.4 91.8	4.8
Pittsburgh 167.8			La Crosse 153.6 87.9	3.0
Philadelphia 155.6	89.1		Wyomina	
Allentown 146.8			<b>Wyoming</b> ★ Cheyenne 182.5 104.5	
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#### Sales Manager Wanted by long-established textile manufacturer located upstate New York

upstate New York

A recognized leader in its field, highly successful in the production and merchandising of nationally advertised lines sold direct to men's wear and department stores, needs an experienced sales executive capable of taking full responsibility for the steady growth of the firm's sales volume.

Qualifications call for personal selling ability, knowledge of the men's wear retail trade, and successful experience in the direction of a sales force.

Preference is for a man between 35 and 40. Good compensation to start, with later opportunity to share in the firm's progress in accordance with productive ability.

Applicants should state age, marital

ability.

Applicants should state age, marital status, education, names of former employers and compensation earned, and reason for leaving. Photograph if available. Address Box 2236, Sales Management, 386 Fourth Ave., New York 16, N. Y.

# ASSISTANT GENERAL SALES MANAGER

Must have knowledge and experience in Sales Management, supervision of sales personnel and branch distributing operations. Essential qualifications also include creative ability and merchandising sense, as well as understanding of market surveys and analysis. If you meet these requirements you have an excellent opportunity to become firmly established with an enterprising national food manufacturer serving the bakery and grocery trade. Main office located in the midwest. Substantial starting salary and bonus. When applying, state fully your business history, education, age, and salary expected. All information strictly confidential. Write Box 2241, Sales Management, 386 Fourth Ave., New York 16, N. Y.

# What Farmers Can Do To Improve Market Position

TWENTY-ONE ways to improve the productive and marketing position of New England agriculture are set forth by the New England Council, Boston, Mass., in "A Blue-print for New England Agriculture."

With special attention to consumer preferences and consumer education, increased use of farm cooperatives and improvement in food technology, the council points out that New England farmers can increase their present halfbillion-dollar annual cash business.

The council reminds farmers that, while they recognize that consumer demands govern farm production, all too few farmers are really aware of con-sumer preferences. "Too few know what varieties consumers prefer, how they like goods packaged, and what they consider fair prices," the council states.

By educating the consumer to recognize the superior value of certain varieties, the farmer can obtain adequate prices and the buyer will be reassured that he is getting top quality

Construction of additional market facilities for sale of locally produced, perishable agricultural products is suggested by the council as a No. 1 project in New England cities. Better facilities, including more cold storage

and improved packaging are listed as 'musts' in any campaign to improve the marketing position.

The farmer-owned purchasing and selling cooperative is held by the council to "deserve not only the farmer's, membership, but his attention as well, if the movement is to continue to grow, prosper, and perform its service to the farmer, manufacturer, and the consumer.'

It is suggested that farmers form marketing cooperatives to create from small blocks of individually owned woodland a dependable source of raw wood for local wood-using industries.

New England fruit is second to none in quality, but New England packing and grading are often not top grade," the council warns. Better merchandising together with greater use of freezer lockers will develop larger markets for small fruits.

Quick freezing methods and the greater use of home and community freezer lockers provide New England growers with an opportunity to supply a larger percentage of the total fruits and vegetables consumed in New England. Again the council warns: 'Quality products, however, must be grown, and people will demand attractive, efficient packaging of foods formerly sold only in bulk.

# **Division Sales Manager**

If you can qualify, this opening offers excellent starting salary and future opportunity:

- Must know drug business.
- Thorough experience in selling and mer-chandising drug products to and through retailers, wholesalers and chains.
- Successful record in hiring, training, operating and leading salesmen.
- Ability to work with and as part of management.

We are one of the top volume companies in the drug field. Send complete resume of present and past connections, photo if possible. All contacts will be held in strictest confidence.

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# ASSISTANT SALES MANAGER

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# Today's Wage Issue Tied to Consumer Prices

Wide World Photos

By A. F. HINRICHS

Acting Commissioner, Bureau of Labor Statistics, U. S. Department of Labor

Strong upward pressure was exerted for almost five years on the wage-price structure of American industry by economic forces generated by the war. Although serious inflation was avoided during this period, changes of substantial magnitude did occur in the level of prices and wages. The nature of these changes, and their interrelation, throw light on the complex problems of wage and price policy during reconversion.

The Bureau of Labor Statistics' index of consumer prices, which measures average changes in the prices of goods and services purchased by wage earners in large cities, increased by about 28% between January, 1941, and September, 1945. The index fails to reflect, by perhaps 3 to 4 points, the effect on consumer prices of such factors as changes in quality and the availability of goods during the war period. The indicated maximum increase in the level of consumer prices, therefore, is 32%.

To what extent did factory wages increase during this period? The answer depends largely upon the measure of wages employed. The best measure of changes in wage rates is found in

the Bureau's urban wage rate index. Between January, 1941, and April, 1945, the general level of urban wage rates in manufacturing advanced by 32.4%. On an estimated basis, the increase stood at approximately 33.5% by August, 1945.

In other words, over the whole period with which we are concerned, the general level of consumer prices for city workers and the general level of factory wage rates show about the same percentage increase.

## Trends of War Period

In the 1945 period, many workers were employed on late shifts at premium rates. Moreover, in July, 1945, as compared with January, 1941, a much larger proportion of workers were employed in the relatively highwage industries. All of these factors tended to lift the level of weekly earnings.

The increase in weekly earnings during the war years did not mean a corresponding increase in spendable earnings. War Bond purchases became widespread in 1942 and personal income taxes reached down to the income levels of wage earners in 1943. Payroll deductions for bonds, taxes, and Social Security sharply reduced spendable earnings. Spendable earnings in some individual industries did not increase to the extent of the consumer price increase.

This in very broad terms was the situation as we entered the reconversion period. Many of the factors that produced the wartime rise in average weekly earnings are now operating in reverse. First there is loss of jobs, then the length of the work-week has already been reduced in some indus-tries. The transfer of many workers from war production to lower-paid civilian production is taking place. Late shift work at premium is already disappearing. Down-grading is assuming significant proportions. All of these developments serve to reduce the level of weekly earnings of factory workers, and help to explain the present movement for higher wage rates.

The level of consumer prices is unlikely to decline in the near future. Indeed, the level may increase. Therefore, any appreciable advance at this time in the level of consumer prices unquestionably will intensify the demand for higher wage rates. Prices and wages have an important effect on each other, each must be considered in relation to how an increase in one may force up the level of the other. The immediate problem would appear to be to achieve the highest possible level of wage rates consistent with the maintenance of price stability.

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